

Connecticut
INDUSTRY
NOVEMBER 1955



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meet your
business needs?**

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THE SOUTHERN
NEW ENGLAND
TELEPHONE
COMPANY

Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
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L. M. BINGHAM, Editor

IN THIS ISSUE

	Page		Page
Editorial	5	A New Focus On Executive Training	28
The Ingraham Story	6	News Forum	31
Connecticut At The Machine Tool Show	11	Transportation	50
No Plate Glass Between You and Your Public	12	Public Relations	55
Ten Years of Distinguished Leadership to the Physically Handicapped—1945-1955	14	Accounting Hints	57
It Happened At The 140th Annual Meeting	16	Business Pattern	58
An Industrial Engineer Evaluates Technical Aid to Turkey	26	Business Tips	61
		Connecticut Advertising Services	64
		It's Made In Connecticut	65
		Advertising Index	76

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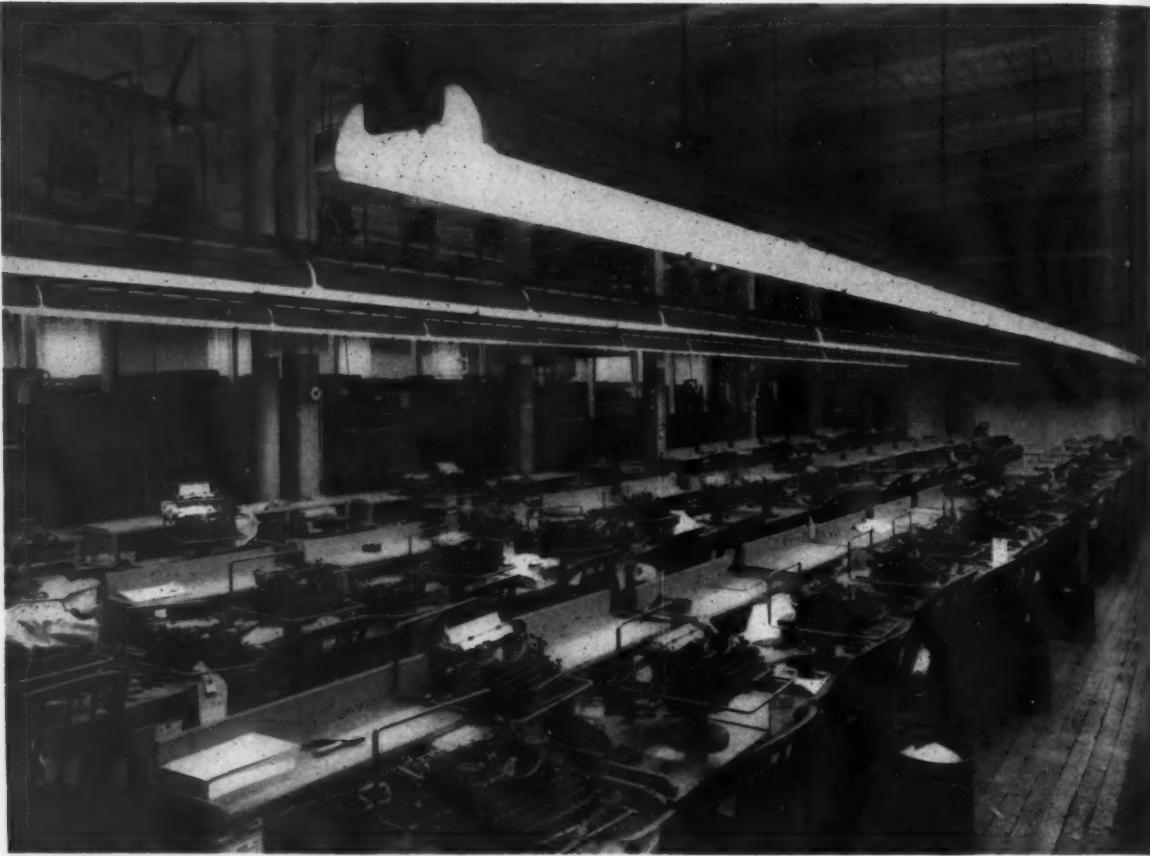
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Planned Lighting Increases Production



Royal Typewriter Co., Inc.
1429 Park Street, Hartford, Conn.
Where Planned Production Lighting Pays Off.

Today, production methods and manufacturing techniques are highly complex. Often, the seeing task involved in modern manufacturing is severe and prolonged. Close-tolerances, fine finishes, minute details and small parts are very demanding upon the eyes.

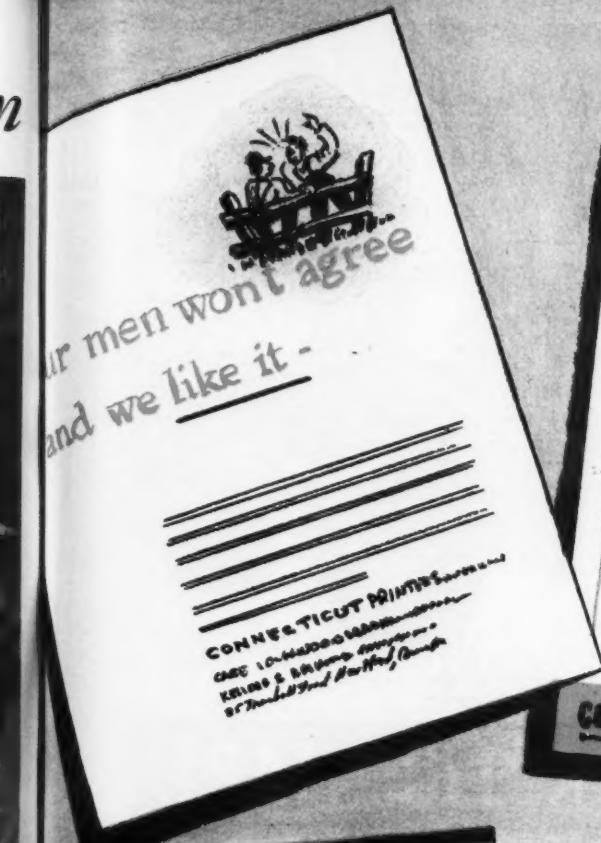
Planned industrial lighting engineered to the task helps to establish precise quality control and to maintain quantity production. It contributes to employee comfort and morale. By making the seeing task easier, Planned Lighting reduces visual strains and fatigue. A worker does more because he's comfortable. He works faster and more accurately. Every element of

the environment is involved in the visual problem . . . the brightness, contrast and color of the light source, the finish, contour, size and light transmission of the product and tools, the reflectance of the surroundings, the time required to perform the task. Various combinations of all these conditions produce an infinite variety of industrial lighting problems.

Your industrial power engineer of your electric utility company can help you to analyze the seeing tasks and to select the proper lighting equipment to provide the necessary light. Call him. There's no charge or obligation.

The Connecticut Light and Power Company
The Connecticut Power Company

The Hartford Electric Light Company
The United Illuminating Company



Our Men Won't Agree— and We Like it!

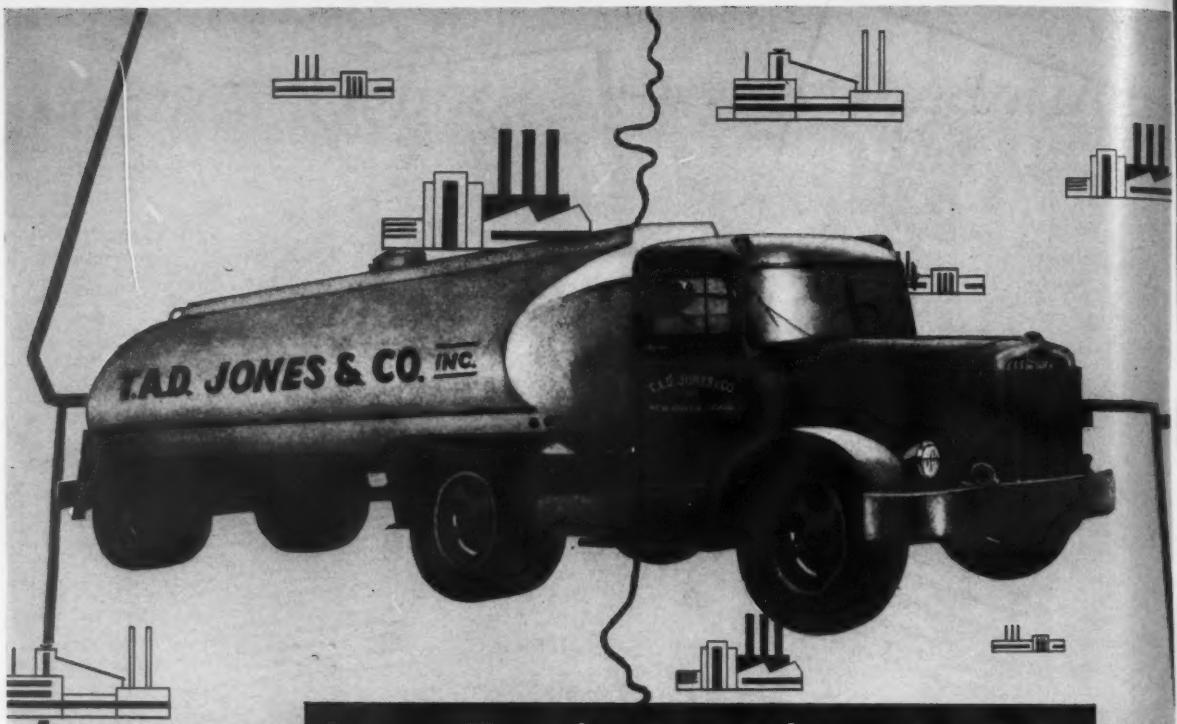
We have three trained artists, and you never saw a team working together farther apart. We asked them each to give us a layout on this ad, and look at how they differed in their ideas. That difference is all to the good, for as a customer you can have several layouts, each with a varied interpretation.

CONNECTICUT PRINTERS, Incorporated

85 TRUMBULL STREET, HARTFORD, CONNECTICUT

Case, Lockwood & Brainard, Letterpress Division

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ALL OVER THE MAP!

For thirty years, T.A.D. Jones delivery-trucks have been rolling over the highways of Connecticut and Massachusetts, bringing prompt and dependable fuel-service to the tanks and bunkers of southern New England's industry. While not so conspicuously marked as to suggest the volume of our barge- and rail-deliveries, they are equally important.

Call or write for details.
T.A.D. Jones Company
100 Main Street, New Haven, Conn.
New Haven, Bridgeport, Stamford,
Norwalk, New Haven, New Haven
Add. office, Boston, Mass.

Customer Relations

By JOHN H. DOCKENDORFF, President*

Dockendorff & Company, Inc., Bridgeport, Connecticut

CONNECTICUT's industry is known the world over for its skills and craftsmanship as exemplified by its production to the most precise standards of such products as aircraft engines, firearms, clocks and precision instruments. But it is perhaps debatable whether as a community we are equally well known for friendliness, goodwill, and for the warm relationships with customers which contribute so much to business association and which, in themselves, can be as much a source of pride as a product well made.

We continually remind our employees that our customer is our greatest asset. But too few of us actually make that customer feel that he is. Too few of us succeed in conveying to that customer the assurance that our concern for producing and delivering his order in full accordance with his requirements is as great as was our original eagerness to obtain the order. As a consequence, files are filled with correspondence requesting delivery schedules, reminding that orders are still unfilled and expressing anxiety as to progress in meeting commitments that have been made. Unfortunately, correspondence of this nature today is considered as a necessary part of doing business, and too many of us are compelled to spend too much time and effort in conducting it.

The buyer who feels he must ask his supplier about the status of his order is, in greater or lesser degree, expressing a lack of confidence in that supplier's ability fully to meet his commitments. For if he does not know of his supplier's progress he begins to doubt—and doubt produces irritation.

The buyer who originally signified his confidence in Connecticut industry by placing his order here is entitled to be kept informed of our progress in discharging his trust. He, too, has business problems and he is willing to be considerate and tolerant when unexpected delays occur. But too few of us have the courage to keep him informed of our problems insofar as they affect him; nor have we demonstrated a willingness to make any great effort to support his trust and friendship for us.

It should be a basic part of our customer services to keep our customers informed—regularly and systematically. This type of service contains two distinct benefits. It not only tells the buyer what he wants and is entitled to know concerning expected deliveries; it also provides management with an automatic and constant review of the progress of each individual order.

A very simple and practical method of keeping customers informed about the progress and status of their orders is through the use of a simple but attractively printed report form, which permits filling in the concise

facts or statement of the status of the order or contract. It should be so designed to include information that will make further correspondence and telephone calls unnecessary. When a customer, without request or effort on his own part, receives such reports at regular and stipulated intervals, they confirm his original trust in the reliability of his supplier and the original impression of that supplier's friendliness, cooperation and real concern for meeting his requirements.

Even for a small business it requires little effort to establish such a system of reports designed solely to maintain goodwill. Experience indicates that far less work, time and expense are involved in such a system intended to prevent customer irritation and loss of confidence than are required by the correspondence, telephone calls and personal contacts necessary to allay the irritation created and to restore the confidence lost by the lack of such information.

To the buyer such information coming each week or each month constitutes an up-to-date report of what is being done on his order or contract. It is both a progress report and a status report which serves either to reassure him or to indicate a need for action on his own part. But whatever it shows, it never leaves the customer in the position of being uninformed and unprepared. And it relieves him of the burden of having to seek from his supplier information which the supplier, in the interest of having a contented customer, is under obligation to supply. Thus the customer has friendly and continuing evidence of the existence or absence of his supplier's problems. In many instances the customer, when thus informed can be of assistance in contract compliance.

In the light of increased production costs resulting from advancing prices of raw materials and labor, it is essential that every effort be made to increase the efficiency of management. For price, today as always, is the dominant factor in making a sale. But important as price is, management cannot afford to neglect the factor of customer goodwill. When such purely technical factors as price, quality and delivery are all equal among a group of competing manufacturers, the order usually goes to the manufacturer who, in the greatest degree, enjoys the buyer's goodwill.

Connecticut should value and maintain its excellent reputation for skilled craftsmanship. It should also be known as a community of craftsmen that combines skill with efficiency in a friendly and cooperative manner. While New England's reputation has always been one of Yankee ingenuity, it has also been one of conservatism and restraint in business relationships. The West and South are known for their open, friendly and neighborly associations. They are living proof of the great value of friendly business relations.

Let us in Connecticut guard and maintain the excellent reputation our forefathers bequeathed to us. But let us abandon our reputation for lack of warmth in business practices.

*The author of this month's guest editorial is a resident of New Haven and is at present a Connecticut manufacturer. He was previously associated with the petroleum business for many years. He pioneered industrial fuel oil in its early development and was for many years associated with the T.A.D. Jones Company, New Haven. During a period of World War II, he was Director of Fuel Oils in the Office of Petroleum Coordinator for War, Marketing Division, Washington, D. C. He is an active member of American Ordnance Association and has spent the last ten years in development and production of sighting equipment for ordnance and civilian firearms.



E. INGRAHAM & CO.—ABOUT 1875

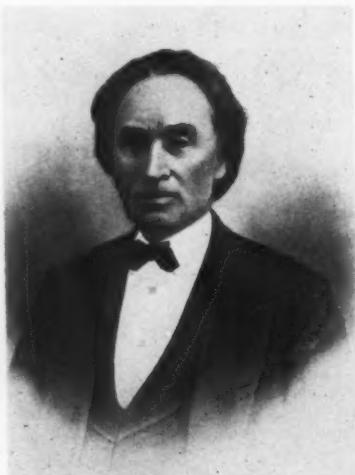
The Ingraham Story

THE year was 1828. Andrew Jackson was serving as seventh President. John Audubon (birds) and Noah Webster (words) published the first volumes of their books that were destined to become milestones in American literature. The Baltimore & Ohio, the first passenger railroad in the country, started construction.

It was in that same year that Elias Ingraham, a young, skilled "joiner" came to Bristol, Connecticut. According to tradition, he walked the eighteen miles from Hartford with his joiner's tools and personal possessions strapped to his back. Elias was born in Marlborough, another small Connecticut village, in 1805, and served his apprenticeship in nearby Glastonbury.

Bristol had much to offer enterprising Elias. It was a prosperous community of some fifteen hundred inhabitants. With excellent water power, an abundance of fine timber (oak, cherry, laurel, walnut, birch, maple, and pine), and good transportation facilities through the recently completed Farmington Canal, Bristol was already

the home of a thriving clock industry. Between fifty and one hundred thousand clocks a year were being produced by such men as Chauncey Jerome, Chauncey Boardman, Ephraim



ELIAS INGRAHAM
1805-1885

Downs, Samuel Terry, William Darrow, Chauncey and Lawton Ives, Elijah Darrow, John Birge, Elisha C. Brewster, and others.

With the demand for fine wooden clock cases so great, Elias Ingraham found immediate employment as a designer and cabinet maker, first for George Mitchell who produced them for Ephraim Downs, and, shortly afterward, for Chauncey and Lawton Ives.

Business Started

In 1831, the ambitious young man formed a partnership with William G. Bartholomew, bought a small shop, and started producing his own clock cases, mirrors, chairs, coffins, and other products requiring a cabinet maker's skill. It was the start of the clock business that still bears his name.

The firm prospered and expanded its facilities but in 1837, the depression struck and it was not long before its effect was felt by Elias. Faced with bankruptcy, he lost his business, his factory, and finally his home. His brother, Andrew, who was then a farmer, stepped in and recovered his home for him. It was during this trying period that Elias saw the logic in the idea that one company could manufacture both cases and movements and thus produce a complete clock. Shortly afterward, a partnership was formed with Benjamin Ray and by 1841, the firm of Ray & Ingraham was producing complete 30-hour and 8-day pendulum clocks on the site now occupied by the present plant.

Two years later, Ray withdrew and Elias was joined by his brother Andrew and Elisha C. Brewster and the concern of Brewster & Ingrahams was formed. Soon Elias' fame as a designer spread and with it many imitators. It is believed that during his lifetime, more clocks of his design, and copies of them, were sold than all others. Perhaps his most notable achievement was the design of the Sharp Gothic clock, considered by many authorities to be the most beautiful case ever made. Many of the clocks produced by Brewster & Ingrahams are today prized possessions and are still keeping accurate time.

A very interesting commentary on the way people lived and did business early in the nineteenth century is found in Elias Ingraham's contract made in 1848 with his factory superintendent, Anson L. Atwood. In part it provided that ". . . said Atwood further agrees to keep good order in the establishment, and allow no gambling nor



SHARP GOTHIC
1845-1850

wrestling, nor scuffing, nor profane language, have regular hours for business, and not allow the factory to be open on the Sabbath, except in the morning before Church, and this only for the purpose of washing, shaving, and preparing for Church. He and his hands shall be regular attendants at Church on the Sabbath . . ."

In addition, the contract also provided that Anson Atwood would have the use of the factories, machinery and equipment belonging to the company, and with it produce in one year's time twelve thousand spring driven 8-day brass pendulum movements with strike, and five thousand timepieces.

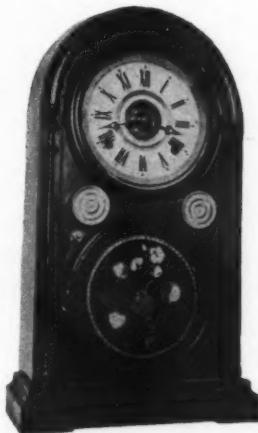
In 1855 disaster struck again when a severe fire leveled the Bristol plant. Manufacturing facilities were moved to Ansonia, Connecticut, and production continued. In 1859, the company resumed operations in Bristol.

From 1852 the company operated under several combinations of the Ingraham name until it was incorporated in 1884 under its present name—The E. Ingraham Company. It is the oldest clock concern in America still managed by lineal descendants of the founder. A list has been compiled by the Curator of the Bristol Clock Museum giving the names of well over four hundred individuals, partnerships, or companies in the Bristol-Plymouth area and Forestville (a section of the town of Bristol with its own Post Office) under whose names clocks were made or sold. Of these there are only two companies now surviving: The E. Ingraham Company in Bristol; and

the Sessions Clock Company in Forestville.

From the latter part of the nineteenth century until the present day, products of the company have kept pace with popular demands. In 1890, for example, Ingraham recognized a growing trend and added alarm clocks to its 30-hour lever timepiece and 8-day pendulum clock line. In 1913 non-jeweled pocket watches were introduced; in 1915, 8-day alarms joined the list. By 1932 the decreasing call for wood case clocks and the growing needs of the radio industry encouraged utilization of the company's woodworking skills for the production of radio cabinets with a daily production of between one and two thousand. A few years later, it became a leading producer of fine television cabinets.

Non-jeweled wrist watches in 1930;



VENETIAN
1860-1870

The E. Ingraham Company Family Tree

ELIAS INGRAHAM	1831-40
RAY & INGRAHAM	1841-43
BREWSTER & INGRAHAMS	1844-52
E. & A. INGRAHAM	1852-56
E. & A. INGRAHAM & Co.	1856-57
ELIAS INGRAHAM & Co.	1857-61
E. INGRAHAM & Co.	1861-80
THE E. INGRAHAM & Co.	1880-84
THE E. INGRAHAM Co.	1884-to present

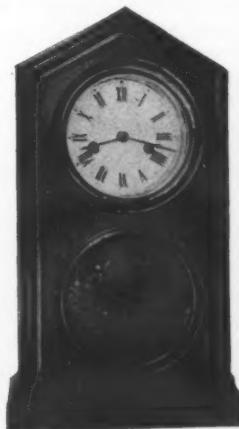


**SHARP GOTHIC
(Ripple Front)**
1845-1850

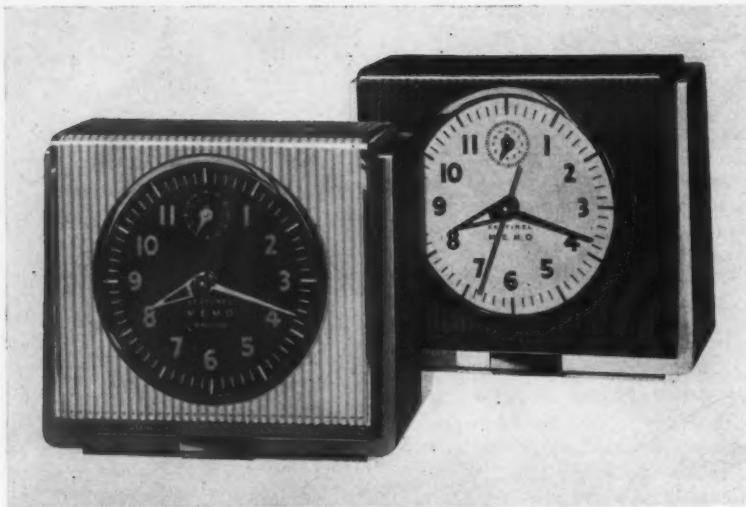
self-starting electric clocks in 1931; manual starting electric clocks a year later; and electric motors for industrial use in 1935 were a few of the additional items included in the line.

During the depression of the 1930's the company operated on an unusually stable basis. Employment at no time fell below the pre-depression level. The company did not reduce wages or salaries. And during this trying period the company actually expanded its manufacturing facilities.

In 1941 the company bought out the assets of the Thiel Canadian Clock Company and established the Ingraham Canadian Clock Co., Ltd., with a plant of twelve thousand square feet operating in the outskirts of Toronto.



DORIC
1870-1880



"MEMO" ELECTRIC ALARM, one of the famous Sentinel line, which features the distinctive styling of Henry Dreyfuss, one of the country's foremost product designers.

War Record

During World War II, Ingraham completely suspended production of clocks, watches, and woodworking products and devoted its entire facilities to the war effort.

At the outbreak of the war, it was apparent that one of the Allies' greatest needs was for anti-aircraft fuses. The clock and watch industries of England and France had been virtually eliminated by subsidized German exports under the Hitler regime. These countries, therefore, had no facilities for making timing mechanisms so essential for protecting themselves against air attack.

The Allies immediately came to America for assistance. However, the productive capacity of this country was only a few thousand fuses per day. Furthermore, the heavy elaborate equipment required for making the fuse plates out of solid bar stock could only be acquired at a cost of millions of dollars. Of even greater importance it required many months to produce sufficient pieces of this specialized machinery to get up to a production of only one thousand more fuses per day.

Therefore, the Allies, assisted by our own Government, turned to the horological industry for advice. In this emergency Ingraham contended that if permitted to use laminated plates instead of solid plates, and if Ingraham were given the contract to make the critically short movement parts of the fuse, such as the plates, wheels, gears, firing pins, pinions, etc., it would be possible to supply the ten to a dozen concerns the Government had selected



SENTINEL wrist and pocket watches have been extensively advertised in many leading national publications.

to make these fuses with sufficient parts to increase production to 50,000 fuses per day.

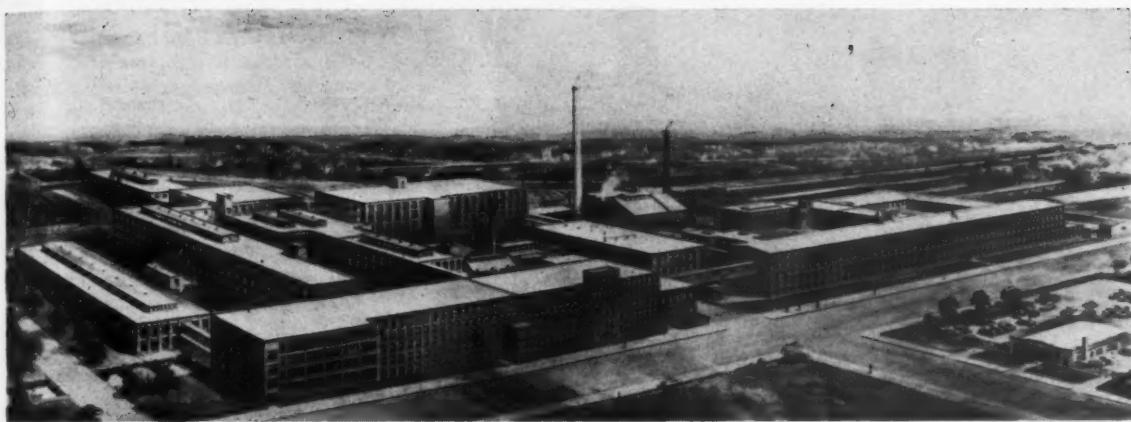
The company recognized, however, that there would be many serious problems, noting particularly that brass could not be rolled accurately enough for this purpose, but believing that it would be possible to develop a method of shaving the stock and obtaining the very necessary close tolerances. This shaving method proved successful, saved a great tonnage of stock, and Ingraham gave the Government without charge the rights to the resultant patent.

Also, by making the laminated plates by the subdied method, it was possible even in tremendous production to hold the relative location of the train holes as well as the diameter of these holes to a fraction of a thousandth of an inch in tolerance. All of this was undertaken at a tremendous saving in investment, in material and labor, and with great improvement in quality.

In short, the idea proved so successful that within a few months production was underway in volume, the plight of the Allies was solved, Ingraham production reached nearly 70,000 sets of parts a day, and the

Ingraham "Firsts" in Clockmaking

1. Designing the Sharp Gothic and Gilt Gallery Clocks.
2. Developing black enamel and marbleized wooden clock cases.
3. Developing 8-day lever alarm clocks.
4. Developing use of convex glass for alarm clocks, thus improving the readability of the dial and appearance of the clock.
5. Removing the bell from the top of the alarm clock by casing it inside.
6. Transferring the alarm shut-off to the top of the case.
7. Developing and perfecting the first unbreakable crystals used on watches and clocks.
8. First using subdied wheels in place of those cut on wheel cutters.
9. Developing the first alarm clock with integral case and back.
10. Developing the first electric clock motor completely sealed in oil.
11. Developing the first non-jeweled pocket watch with pull-out stem set.
12. Developing the first tonneau-shaped non-jeweled wrist watch, replacing the so-called "turnip" in the low priced watch field.
13. Developing the first wrist watch so constructed that it can be regulated by simply removing the back.



THE BRISTOL PLANT of the E. Ingraham Co.

timing quality of the fuses improved by more than twenty per cent.

Ingraham also developed and produced over a million anti-personnel fuses. In total, during the war years it manufactured for the Government in excess of 900 million fuses and fine precision parts.

At the start of the Korean War, it was found that, because of the difficult terrain, mechanical time fuses almost identical to the anti-aircraft fuses were needed in tremendous volume. As a result, Ingraham was called upon to produce millions of these fuses, and furnished many millions of parts for others in the horological industry either augmenting their production or supplying those who were assemblers rather than producers.

Distribution Methods

Today, producing millions of time-piece movements a year and employing well over two thousand men and women, Ingraham is one of the world's largest manufacturers of popular-priced clocks and watches.

Ingraham clocks and watches are distributed through wholesalers to retail stores, and through mail order houses. They are available nationwide in drug stores, tobacco stores, hardware and department stores, and at jewelry counters.

Although a portion of this tremendous production is sold as private brand merchandise, Ingraham also maintains its own brands. Probably the best known in the later group is the nationally-advertised "Sentinel" line that was established in 1946.

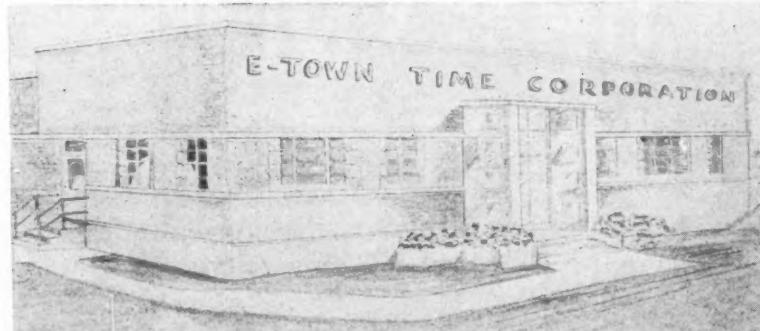
Featuring the distinctive styling of Henry Dreyfuss, one of America's foremost product designers, the "Sentinel" line has enjoyed increasing popularity

since its introduction. Items bearing the "Sentinel" name include 40-hour and 8-day spring wound alarm clocks, self-starting electric alarms, 8-day and electric kitchen wall clocks, pocket watches, and wrist watches. They have been extensively advertised in such national publications as *The Saturday Evening Post*, *Life*, *Colliers*, *Look*, and others.

At Ingraham, good styling goes hand in hand with good quality. Modern manufacturing methods, high

speed production machines, many of which are Ingraham developments, quality control and inspection procedures employing electronic and radar devices—plus skilled, highly specialized personnel—combine to produce timepieces that meet high standards of quality and accuracy yet are competitively priced.

Diversification has always been an Ingraham trait. For several years one of its major products has been interval timers. These are synchronous electric



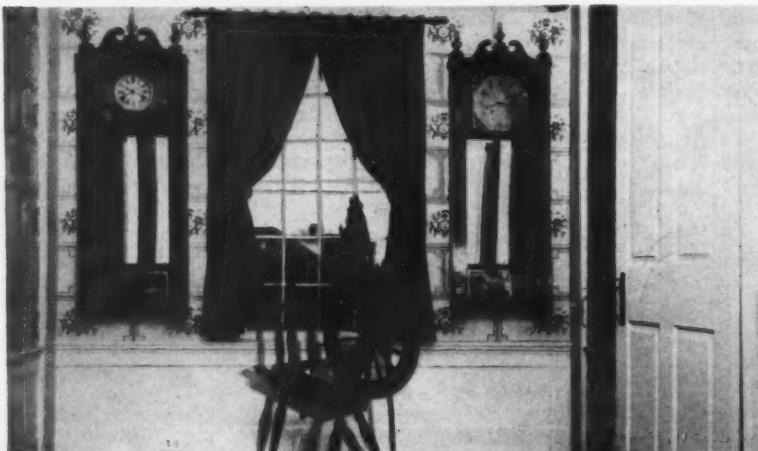
THIS DRAWING shows the new Ingraham plant in Elizabethtown, Kentucky. The company produces interval timers at this location.



THIS MODERN PLANT houses the Ingraham Canadian Clock Co., Ltd., in the outskirts of Toronto, Canada.



THE BRISTOL CLOCK MUSEUM is housed in the Miles Lewis House, a Colonial mansion now restored to its original charm. It is the only museum in the world devoted entirely to American clocks and watches.



INTERIOR VIEWS of the Bristol Clock Museum. More than sixty individuals and corporations have contributed to the exhibit of almost five hundred clocks and movements and the extensive collection of original patents, documents, letters, account books, diaries, catalogs, pertinent to the history of American clocks and watches.

clocks with special gearing that builds up and releases power at desired intervals to control the cycling of clothes washers, dishwashers, driers, and other appliances. The same type mechanism is also used for timing ovens, roasters and many similar items. Ingraham's production in this one field is well in excess of one million units a year.

To meet the increased demand for these timers, and to offer improved service to industrial users, Ingraham has established a new plant in Elizabethtown, Kentucky.

The Bristol Clock Museum

To many, one of the most fascinating and enjoyable hobbies is the study and collecting of antique clocks. There are numerous fine collections and in Bristol is one of the finest. Housed in the Miles Lewis House, a Colonial mansion built in 1801 and now restored to its original charm, is The Bristol Clock Museum. Opened to the public in April 1954, it is the only museum in the world devoted entirely to American clocks and watches.

More than sixty individuals and corporations have contributed to the exhibit of almost five hundred clocks and movements, and the extensive collection of horological memorabilia, including original patents, documents, letters, account books, diaries, catalogs, etc. Also available to qualified research workers is a library of over seven hundred bound volumes and twenty-five hundred photographs. New acquisitions are being constantly added to the collection.

In its first year of operation, membership in the museum reached approximately three hundred, and more than five thousand persons, representing every state in the country, Hawaii, and several provinces of Canada, visited the exhibit.

The present officers of the E. Ingraham Company are: Edward Ingraham, chairman of the board; Dudley S. Ingraham, president; C. E. Davis, vice president—sales; L. Rodney Burghoff, vice president—manufacturing; R. L. Tetro, executive vice president, and Clarence M. Ingraham, treasurer and secretary.

Editors Note—Edward Ingraham, who served as MAC president in 1947 and 1948 was the founder and president of the Bristol Clock Museum and for many years has been an ardent enthusiast of Bristol history, particularly pertaining to clockmakers and the clocks made by them.



ONE OF THE LARGEST EXHIBITS at the Machine Tool Show belonged to Pratt & Whitney Company, Inc. In its display were \$450,000 worth of machine tools, precision gages and cutting tools. Among the machines on display for the first time were: a 48" precision vertical rotary table, designed for inspecting large, heavy workpieces; and a die sinker capable of handling heavy dies with unusual ease of hand operation.

Connecticut At The Machine Tool Show

If "bigger" and "better" are words properly belonging to a description of American technological accomplishments, then the Machine Tool Show, held from September 6 to 17 in the 411,000 square feet of space called the International Amphi-theater in Chicago, stands out as brilliant proof of it.

The show was bigger than ever. It was the best ever held because it was planned in more meticulous detail than ever before. It drew a total of 102,000 actual registrations, with some 923 visitors coming from Canada and others from 38 foreign countries.

Difficult as the task was in scheduling the erection of many huge machine installations so that the setting up of one could not block the erection of another, and all would be ready to operate on the opening day of the show, the problem of finding sufficient space to store the raw materials to be machined during almost continuous demonstration of the machine tools for ten days, was even a greater problem. It was solved by fencing off a portion of the parking area to form several score separate storage sections, complete with steel shelves and bins for use by exhibitors.

"Never before anywhere in the world has there been shown as complete a display of the transfer type of machine more recently termed 'auto-

mation', than was presented at the Machine Tool Show," the Show Committee of the National Machine Tool Association stated. These machines, forerunners of the much heralded age of automation, embodied the most advanced hydraulic and electrical features, many of which are entirely new.

The Connecticut companies exhibiting, according to our best information, were: F. E. Anderson Oil Co., Portland, exhibiting cutting oils and lubri-

cants; Bodine Corporation, Bridgeport, exhibiting dial types of automatic assembly machines; Geometric Tool Co., Division of Greenfield Tap & Die Corporation, New Haven, exhibiting a line of self opening die heads; Goss & DeLeeuw Machine Co., Kensington, exhibiting a line of chucking machines; The Hanson-Whitney Division, Whitney Chain Co., Hartford, Bullard Company, Bridgeport, exhibiting tur-

(Continued on page 45)



FIFTEEN MACHINES were shown at the exhibit of The New Britain Machine Company, New Britain. Included were several automatic loading machines which required no work by the operator other than the pressing of a starting button. One machine was designed to automatically inspect parts with a tolerance of .0005" and automatically reset the cutting tools to maintain this tolerance.

No Plate Glass Between You and Your Public

By HUGO T. SAGLIO, Connecticut Development Commission



FOUR Connecticut manufacturers set up shop in the Connecticut Building to tell the story of Connecticut industry to the 425,000 persons who visited the 1955 Eastern States Exposition.

The industrialists were joined in the state's colonial-styled building by ten other exhibitors ranging all the way from flowers by Bristol Nurseries and radio via a WTIC studio in the balcony to live specimens of fish and game provided by the State Board of Fisheries and Game. Three other state departments—Agriculture, Highway and Civil Defense—rounded out the display of state services. Representing other phases of the state scene, the importance of rail transportation in the movement of both goods and people was graphically depicted in an exhibit of the New Haven Railroad. Another exhibitor, the Handweavers' Guild, focused an unusual amount of spectator interest on a popular handicraft.

Meanwhile, in an effective triple play, G. Fox and Co. promoted its own store, featured the function of retailing in the distribution process, and gave recognition to the sources of the many Connecticut-manufactured products it carries in stock.

Though admittedly outnumbered, the state's manufacturers, representing a full 49% of Connecticut's non-agricultural employment, had no difficulty in securing something like their proportionate share of spectator attention. Consumers, accustomed to buying merchandise at the counter or in the show room, are not only attracted to well-displayed products, but seem to experience some indefinable satisfaction in meeting the manufacturer face to face. In West Springfield, the process was enjoyable and beneficial both to consumer and to manufacturer.

It was so for the four manufacturers who were present in the Con-

THOUSANDS of visitors kept pouring through the Connecticut Building during the nine days of the 1955 Eastern States Exposition.

nnecticut Building this year—The Commander Woodworking Co. of Rockville, The Gray Manufacturing Co. of Hartford, J. B. Williams Co. of Glastonbury, and R. R. Williams, Inc. of Canaan.

One of the state's oldest and best-known manufacturers—the 114-year old J. B. Williams Co.—has had experience with fairs before. The company's attractive display of its full product line, including its most recent innovations, was undoubtedly conceived as strictly sales promotion. Samples were distributed, products discussed, and undoubtedly new customers will be asking for Williams' products at counters throughout New England.

"However, the thing that we are most enthusiastic about is an unexpected public relations aspect," one of the company's top executives reported. (A number of the company's officials had actually helped man the booth during the exposition.) It gave them a rare opportunity to meet face to face with a broad cross section of consumers whose actual reactions "are pretty well filtered" by the time they reach management through the usual channels of retailer, distributor, jobber, et al. The company discovered, for example, that customers living within five miles of the plant didn't realize that the company was located in Connecticut. It found that a good many users of their products were unaware that some of the company's main lines were actually Williams products. They came away with new approaches to the company's public relations needs which it is proposed to implement. It was an easy, inexpensive, satisfying consumer survey.

For one of the state's newest manufacturers, R. R. Williams, Inc. of Canaan, the Exposition experience was even more fruitful.

The youthful corporation, it will be remembered, had moved from a New York City loft to a scenic site in Canaan only last January. Its Connecticut

**R
A
Y**

MANUFACTURING
COMPANY
NEW HAVEN, CONN.



home had been built by the Canaan Industrial Development Association, the stockholders of which are 110 Canaanites representing every segment of the village's 2,800 population. The modern factory building which symbolizes this assertion of free enterprise is on a 10-year lease to the R. R. Williams concern, and the consequent relationship between plant and community will continue to attract attention as a memorable example of common interest and cooperation.

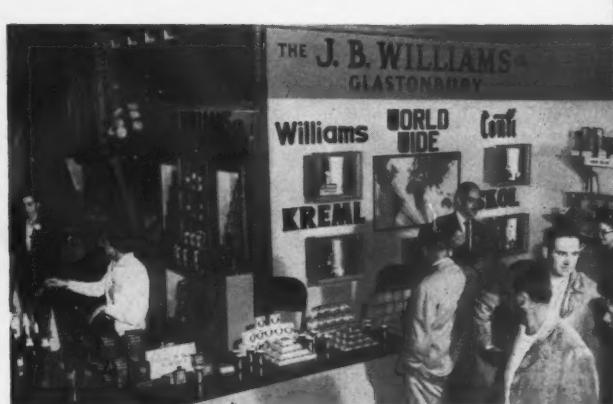
The Exposition gave the company the opportunity to distribute more than 100,000 samples of Wash-n-Dri, a new product which contains the functions of soap, water and towel in a small packet weighing less than a third of an ounce. Again, company executives talked face to face with thousands of future customers. Their Fifth Avenue-type display was visited by thousands, and there was no plate glass window between company and public. Comments of the visitors suggested new uses for the product, and the alert management made notes. Unsuspected classes of potential customers emerged from the throngs that paused to sample the product. Both in immediate sales impetus and in long-range public relations value, the company's insight in making the most of an opportunity has been reaping handsome returns.

The Commander Woodworking Co., another promising fledgling on the Connecticut industrial scene, took similar advantage of its exposure to the direct questions from the consuming public. Spectators, drawn to the booth by the company's neat display of finished furniture, stayed to be fascinated by the process of assembling pre-cut parts into well-designed finished fur-

niture in a matter of minutes without hammer, nails, or glue. (Some thoughtful observers may have wondered if this was a new application of the principle of interchangeable parts.) Certainly, persons interested in transportation and warehousing of furniture were impressed by what they saw.

The impression carried over, too, to potential customers. Within a week, 500 of them had affixed two-cent stamps to inquiry cards available on the counter, filled them in, and mailed them to Rockville for further information.

Meanwhile, Gray Manufacturing performed yeoman service, not only for its own sales department but for the state's manufacturing industry as a whole. In addition to a highly popular audience-participation display of



THE EXHIBITS of The Gray Manufacturing Co. (left) and The J. B. Williams Co., (above) contained those companies' complete line of nationally-known products.

Gray's complete line of Audograph and telephone dictation equipment, the Company featured a significant exhibit of patents which are at the base of the state's industrial greatness.

Instructive to all, and especially quickening to the pride of visitors from Connecticut, were such historic and basic patents as the one issued to E. Whitney for a cotton gin, March 14, 1794; one issued to William Gray, August 13, 1899, for coin-controlled apparatus for telephones; one to Samuel Colt, February 25, 1836, for a revolver; one to Simon Lake for a submarine vessel, April 20, 1897; one for a sewing machine granted to E. Howe, Jr., on September 10, 1846; and others including hardware, adding machines, and naturally, the Gray Audograph.

(Continued on page 43)



LIEUTENANT-GOVERNOR and Mrs. Charles W. Jewett welcome samples of Wash-n-Dri from Mr. and Mrs. Ross R. Williams, Inc., Canaan.

Ten Years of Distinguished Leadership and Service to the Physically Handicapped

1945 - 1955

EMPLOYMENT of the physically handicapped has long been a major objective in Connecticut, and the accomplishments obtained are due largely to the coordination of efforts under the leadership of Mr. John L. Connors, chairman of the Connecticut Committee for the Employment of the Physically Handicapped, and assistant manager of the Veterans Administration, Regional office. From more than thirty years of broad experience in the field of rehabilitation, together with his understanding of the problems confronting the physically handicapped, Mr. Connors has contributed the fullness of this knowledge to the development of a program for increasing the employment of the physically handicapped in Connecticut.

National Employ the Physically Handicapped Week was established in 1945, and the first full week in Octo-

ber was designated for the observance of this program. The Connecticut committee on National Employ the Physically Handicapped Week in Connecticut was established by Governor Raymond E. Baldwin in 1945, to study the problem and develop a program which would be effective, efficient, and provide increased opportunities for the gainful employment of the physically handicapped. Because it was felt that this program, to be effective, should be a continuous year round activity, this committee was made a permanent one and was designated as "The Interagency Committee for the Employment of the Physically Handicapped."

As in other Connecticut activities, the program was based on the coordination of all state and community organizations, and citizens throughout Connecticut organized as community committees. Cooperating in this out-

standing program are representatives of federal, state and local governments; leaders of labor, management, the public, service, civic, veteran, fraternal organizations, the state medical society, and employers—large and small.

Under Mr. Connors' able leadership, the employment of the physically handicapped has shown a steady increase throughout the years as many employers have found from their own experience that it "is good business to employ the physically handicapped."

In 1947, by authority of the Governor, the Interagency Group was designated the "Connecticut Committee for the Employment of the Physically Handicapped." The major objective of this committee is the placement and retention of handicapped workers in suitable jobs where their disability will offer no handicap to efficient, profitable performance, and which will allow them to take their proper place in the economic, social and political life of their communities.

Among those who worked closely with Mr. Connors in the development of a wider, better understanding of the employment of the physically handicapped was the late Arthur V. Geary who, until his untimely death in March 1954, was the secretary of the committee for many years. Long active in veterans' employment, particularly the handicapped and older veterans, Mr. Geary's knowledge and interest were major contributions to the accomplishments of the Connecticut Committee.

Others who contributed generously of their knowledge and interests are the following: E. P. Chester, Director and Fred Novis of the Bureau of Vocational Rehabilitation, State Department of Education; Thomas I. Shea, Director, Connecticut State Employment Service; A. L. Woods, Insurance Manager, Manufacturers Association of Connecticut, Inc.; William G. Ennis, former Deputy Labor Commissioner; V. P. Hippolitus, former As-



CONNECTICUT COMMITTEE for the Employment of the Physically Handicapped. Seated, left to right, V. P. Hippolitus, formerly state committee member, and now on the staff of the President's committee; John L. Connors, chairman; assistant manager, Veterans Administration Regional Office; Fred Novis, Bureau of Vocational Rehabilitation, State Department of Education; E. P. Chester, director, Bureau of Vocational Rehabilitation. Standing, left to right, Thomas I. Shea, director, Connecticut State Employment Service; Dr. John N. Gallivan, medical director, United Aircraft Corp.; Ellsworth S. Grant, vice president, Allen Mfg. Co.; Dean Spencer, Veterans Employment Representative; A. L. Woods, executive assistant, MAC; Robert O. Stevens, Personnel Services, Stamford.

sistant Veterans Employment Representative; Dr. John N. Gallivan, Medical Director, United Aircraft Corporation; Dr. Albert S. Gray, former Director, State Bureau of Industrial Hygiene; John J. Oleksiw, Veterans of Foreign Wars; James J. Clerkin, Past President, Connecticut Federation of Labor; Fred Gutmann, Congress of Industrial Organizations; and Robert O. Stevens, American Legion, representing organizations which have long been interested in employment of the physically handicapped.

Among the many projects of the Connecticut committee which have contributed to a wider and better knowledge of the valuable contributions which the physically handicapped are making in our industrial, commercial, professional, research and development, and civic activities, is the annual essay contest among the students in the secondary schools of Connecticut. These contests have produced many excellent thoughts and ideas by the young people of today who will be the employers and leaders of tomorrow.

Also, in cooperation with, and upon recommendations by the Connecticut Medical Society, the Committee has, for the past several years, nominated one of Connecticut's doctors to receive a national citation for his outstanding contribution to the development of work standards for the physically handicapped, based on the physical abilities and skills of the handicapped person. This program has been of inestimable value in widening the number and types of employment opportunities for handicapped men and women.

Through the cooperation of the Connecticut State Employment Service, eighteen local committees are established, and operating, with the local employment office manager serving as secretary. The activities of most of these committees are conducted on a year round basis so that the physically handicapped are given every consideration, based on their tested and proven abilities to meet the physical requirements, as well as the skill requirements, of positions available. The accomplishments of these committees is proven by the increasing numbers of physically handicapped men and women who are securing gainful employment in all sections of Connecticut.

The following case histories taken from the files of the Connecticut State Employment service point up the co-

operation displayed by the various agencies in placing the handicapped.

Case Histories Prove Merit of Program

John Doe developed Grand Mal epilepsy while he was in the service of his country in World War II. For 10 years he lost jobs as a counterman because of his seizures of epilepsy. (Many treatments had decreased the number of seizures from hundreds to 6 per year.) Discouraged by his many failures he was admitted to a mental hospital with a nervous disorder. As a part of the rehabilitation program there he was given many tests. These tests showed that he had aptitude for office work, and he was given training in typing and office practices. The medical board recommended that he be employed as a stock clerk. He had no seizures while at the hospital. He was given a leave of absence from the hospital, but would not be discharged until he had a job to go to.

When he came to the local Employment Service office, in accordance with the cooperative agreement that exists between the Veterans Administration, the Veterans Employment Service and the Connecticut State Employment Service he was a difficult person to place. In the first place he had 10 years history of epilepsy. Secondly, he had been treated at a mental hospital. Third, he was 36 years old, and somewhat beyond the age when workers enter the clerical field. Furthermore, he had no clerical or related experience, and he had only 1 year of formal high school training, although he had a high school equivalency diploma, secured while he was in the service. And finally, he was a stranger in Connecticut.

No opening could be found for him in his chosen field at once but two temporary seasonal sales jobs were found for him while efforts continued to locate the kind of work the V.A. had recommended for him. Two months after his first visit to the Connecticut State Employment Service office an employer was found who was willing to hire him as a stock clerk, on the basis of what he was trained to do, even though full details of his hospitalization and the 10 year history of epilepsy were given the employer. John Doe has been doing good work for his employer for six months now. He can hold his head up again, thanks to you, Mr. Connecticut employer!

At the end of May 1954 a fifty-two

year old married man applied at a Connecticut State Employment Service office to find a job. He had just spent a month in a hospital after suffering a severe heart attack. He had worked as a route salesman and more recently as an insurance salesman, but could not continue at either occupation because of his heart condition.

He was referred to the State Bureau of Vocational Rehabilitation for service. A physical examination was arranged and a complete physical capacities report was prepared showing the activities in which he could safely engage and those which should be avoided. After counseling and testing it was determined that he had aptitude for mechanical drafting which he could do within his physical limitations. The Bureau of Vocational Rehabilitation arranged for him to attend a drafting course at a local technical school.

In November 1954 this man's sixteen year old son applied at the Connecticut State Employment Service stating that it was necessary for him to leave school and get a job because his father had no income. The boy was referred to an employment counselor to discuss possible fields of work. In the course of the counseling the General Aptitude Test Battery was administered to determine his potentialities. The test results indicated that he was above average in all aptitudes. He had high aptitude for machine work.

In discussing the test results with him it was discovered that he was not interested in factory machine work but he was interested in automobile mechanics. It was agreed that he would enroll in the evening course in auto mechanics at the State Trade School. The employment interviewer also called a local employer in the auto upholstery business and found a job for the boy so that he could work in the daytime and attend school evenings.

A few weeks afterward the boy's father came back to the Employment Service to thank the interviewer for the good advice and other arrangements made for his son. He then asked if there was something that could be done for him.

The father had now received training in mechanical drafting for six months. His instructor had told him that he had made good progress and would be able to do a good job at

(Continued on page 43)



A PAUSE FOR A COKE at the afternoon session at Sprague Hall. Cokes were provided for guests by the Coca Cola Bottling Co. of New Haven.



THOSE WHO ATTENDED the afternoon session were entertained by the "Previews of Progress" demonstration staged by General Motors Corp.

It Happened at the 140th Annual Meeting

THIS year's annual meeting was held at Sprague and Yale Dining Halls, Yale University, Thursday, September 8, 1955 for the seventh consecutive year. The date was the earliest an annual meeting has ever been held, due to the necessity of holding the meeting the day before the opening of the college activities, which began the following day.

Following the practice of a good housewife, the Board of Directors decided to change the menu for this year's meeting from the 1953 and 1954 combination of panel conferences

in the afternoon and speakers in the evening to an all-speaker talent show, plus a serving of dramatic hors d'oeuvres sandwiched between afternoon speakers in the form of a stage demonstration showing future possibilities in scientific development.

Business Meeting

President Albert S. Redway signaled the opening of the 140th annual meeting business session in Sprague Hall auditorium with one stroke of the gavel at 2:30 P.M. He welcomed some 125 member representatives and called successively for the reports of the Treasurer, the Budget Committee and the Nominating Committee.

The Treasurer's report was read by John Coolidge, president, The Connecticut Manifold Forms Co., West Hartford, who has served for eleven consecutive years as Treasurer. The Budget Committee report was presented by Herbert B. Bassett, president of Acme Wire Co., Hamden, and chairman of that committee. S. B. Swanson, president of the Apex Tool Co., Inc., Bridgeport, and chairman of the Nominating Committee, presented a slate of nominees for directors. All reports were accepted, with thanks, and it was voted that the Secretary



AT THE BUSINESS SESSION reports were presented by MAC committee chairmen. This photo shows President Redway presiding.



MAC Officers, directors and guests at the head table at the Evening Session, above. (Right) Governor Abraham Ribicoff is shown with President Redway.

cast one ballot for the election of the list of nominees to serve for a term of four years beginning January 1, 1956. The nominees elected were:

Ralph S. Howe, president, New Britain Machine Company, New Britain, representing Hartford County, and succeeding S. M. Cooper, president, Fafnir Bearing Company, New Britain; Harry E. Norton, vice president, Mason Silk Company, replacing E. M. Jack, president, Union Hardware Company, Torrington as a director from Litchfield County; S. W. Farnsworth, chairman of the board, The Torrington Manufacturing Co. Torrington, representing Litchfield County, and replacing Robert L. Noble, president, Dano Electric Company, Winsted; George L. Todd, vice president, The Bullard Company, Bridgeport, representing Fairfield County, succeeding N. M. Marsilius, Jr., president, The Product Machine Company, Bridgeport; and Carlyle F. Barnes, president, Wallace Barnes Company, Division of Associated Spring Corporation, Bristol, re-elected director-at-large, after having served as a director since January 1953, filling the unexpired term of Harrison Fuller.

There being no further corporate business to come before the meeting, President Redway adjourned the meeting at 2:50 P.M. He then introduced the first speaker, Carroll L. Wilson, vice president of The Metals and Controls Corporation, Attleboro, Massachusetts, who gave a thirty-minute talk on the topic of "Industry and the Atom". (See brief excerpts of his address given from notes on a following page.)



President Redway then introduced Leonard Selden, narrator of the Previews of Progress demonstration, who, with the aid of one assistant, dramatized with a number of "on stage" experiments the role of science in American life. One demonstration produced synthetic rubber by combining liquids in a bottle and shaking. Another energy conversion experiment proved there was energy in matter, that energy can be converted to useful purposes and that the solution to the secret of sunshine, nature's greatest energy reservoir, could be the world's greatest scientific discovery. The principle of jet propulsion, known for 2,000 years, was explained and demonstrated, as was the miracle of electronics through the demonstration of frying an egg on a stove that never gets hot. Throughout these and other experiments, Mr. Selden's running commentary not only held the rapt attention of the audience, but also stimulated much laughter, always a welcome interlude between serious talks.

The closing feature of the afternoon program was an address on the topic of "Business and Government: Are They Natural Enemies?" by John C. Coleman, president, Burroughs Corporation, Detroit. His address is reproduced on a following page.

Before adjournment of the afternoon session at 4:40 P.M. the audience had grown from 125 at the start of the business session to an estimated 350 persons.

Evening Session

Running true to past experience the evening session, starting with din-

ner at 6:30 P.M. in Yale Dining Hall, drew the largest attendance—some 643 members and guests. As expected, because of the recent flood disaster causing damage to more than 400 manufacturing plants, and the early date of the meeting, the attendance was substantially below last year's near record.

Reverend C. Lawson Willard, Rector, Trinity Church On-the-Green, New Haven, gave the invocation preceding the dinner, with the Nordin Trio of New Haven furnishing the dinner music.

In a brief extemporaneous talk, Gov-

LEONARD SELDEN, General Motors representative, here drives a nail into a piece of wood with a glass flask. Manufacturers also saw synthetic rubber made by the fastest reaction known to science and witnessed 2,000 years of jet propulsion.



ernor Ribicoff described some of his experiences during the recent flood and lauded industrial management for its fighting spirit and assumption of responsibility in the face of heavy losses wrought by the flood. His talk is reproduced elsewhere in this issue.

President Redway gave a very brief informal report from notes, during which he complimented Governor Ribicoff for his high quality of leadership during the flood disaster, and gave full credit to the Association's staff for the quality of the services rendered to

members. His formal report, as promised, appears elsewhere in this issue.

Fred Smith, consultant, Gruen Watch Company, the guest speaker, gave the final address on "The Art of Togetherness". The meeting adjourned at 8:40 P.M.

INDUSTRY AND THE ATOM

Excerpts from an Address By

CARROLL L. WILSON, Vice President and General Manager
Metals & Controls Corporation, Attleboro, Mass.

TO DAY I might have brought with me a ton of uranium metal—the fuel of atomic power plants. In twenty bars of one hundred pounds each, I could have brought it up here on the platform. It would be so small that few of you could see it. The heat energy of that ton of uranium would be equal to the heat energy of 3,000,000 tons of coal. I couldn't have brought that much coal with me. It would amount to 50,000 carloads of 60 tons each—or a train of 136 cars each day for a whole year.

In our crude atomic energy machines of today, which are called reactors, we can use only about one per cent of the energy contained in uranium. Thus, the ton of uranium today equals only 500 carloads of coal. In ten years, we should have reactors which will allow us to get 10% of the energy in the uranium—or the equal of 5,000 carloads of coal per ton of uranium. Later on, we will do still better.

Atomic fuel is exceedingly concentrated and this fact accounts for many of the difficult engineering problems involved in designing and building atomic power plants.

Taking away millions of kilowatts



CARROLL L. WILSON

of heat from the very small reactors in which the heat is generated presents formidable problems—calls for high-precision fabrication and construction. This spells opportunity for the kind of skills we have in New England.

Atomic power plants are complex systems of many components parts. These parts are "quality" products; must have great reliability; must be precision made. The market for atomic power plants will amount to dozens

during the next five years—hundreds after that and maybe eventually thousands. But not millions. There will be many species and little standardization for a long time.

This means the manufacture of a relatively small number of units of many different kinds. Hence, it calls more for job-shop, custom manufacturing than for mass-manufacturing. This spells a real opportunity for New England manufacturing.

We are entering a new phase in the atomic age—the time when industry must "pick up the ball," risk its own capital, and compete for the industrial market for atomic power plants. No longer is this a theoretical market. As of August 1955, there were in the U. S. seven full-scale atomic power reactors planned or under way. These total nearly one million kilowatts of electric capacity; are estimated to cost \$300 million, of which \$250 million will be private funds.

This will be a rough and risky period. Many will try and few will succeed. The rewards for success will be large. New England manufacturers should attempt and achieve a prominent place in this business.

BUSINESS AND THE GOVERNMENT — ARE THEY NATURAL ENEMIES?

Digest of An Address By

JOHN S. COLEMAN, President

Burroughs Corporation, Detroit, Michigan

THE title of my remarks, "Business and Government: Are they Natural Enemies?" is not really intended to raise a serious question in anyone's mind. Indeed, to remove all suspense I will say right now that my answer is, "No, they are not natural

enemies." There are those, on both sides of the fence, who seem to act as if they consider the ordinary attitude of business and government to one of gladiators with daggers drawn. I doubt, however, whether most of us are so gloomy. Yet, whatever our prejudice,

we cannot ignore the issue. It is one of the most significant in current history.

All of us, of course, recognize the need for government; it is not an artificial contrivance forced on people. It is a natural organization, called for by the very nature of man. Just as it is

natural for a man to take unto himself a wife and start a family, so it is a need of his nature to form a government. As we all know, in any but the smallest society, the only alternative to established government is anarchy—or, at the best, the tenuous and dubious order imposed by vigilantes. Certain things the individual cannot do for himself. Paved and lighted streets, schools, libraries, parks—all these facilities are beyond his unaided power to establish. The protection of his rights to life, liberty and property—if it depended on his strength alone—would fall before a stronger man or occupy an unreasonable amount of his time.

Of course, its very essence and purpose as a natural organization places some limits on government. Every power that government possesses is ceded to it by its citizens. Since its whole reason for being is to augment the reach, so to speak, of the individual citizen, it should not assume to itself, functions which he can very well perform himself.

What has given us cause for concern is the growth of big government, and to the point where individuals or groups find it harder and harder to make themselves heard. Government, it is said, represents the public, but with increasing size, the line of communication to the citizen becomes weaker and weaker. With business particularly, the connection became, in the pre-war years, especially bad. And in past decades we have had to struggle continuously for a proper representation of our interests.

Admittedly right and wrong are never wholly on one side or another. And indeed, much of the legislation that business strongly protested is now accepted both by business and by the community as a whole. At the same time, some of this legislation reflected an attitude which went beyond what was necessary to correct abuses. It was a deep-seated hostility which disturbed confidence and inhibited the enterprise and growth of the economy.

The fact is that the climate in which business now operates has greatly improved. We have had ten years of unparalleled prosperity. Many of our friends and colleagues are in Washington bearing heavy responsibilities in government. There is no longer a divorce between government and those who manage our industrial and commercial enterprises. Generally it is true to say that after somewhat anxious decades, the bonds of confidence between all parts of the American com-



JOHN S. COLEMAN

munity are being renewed. This calmer atmosphere is, I suggest, a good time to consider how we may consolidate these gains.

It is sometimes said that we now live in a period where there are no issues. And though political debate always has a certain degree of heat, I think most of us will agree that we have in the last two years, enjoyed a period of rather unusual moderation. In short, the American people have a breathing space. We are a prosperous, and for the most part, a contented people. After an era of change, we are living in a period of conservatism. It is very easy at such times to sit back and enjoy our rest. Indeed, for a businessman the problems of growth, of the vigorous competition which prosperity brings, sometimes seem no less than those of recession if not depression. Indeed, we have more than enough to occupy us in the day-to-day operations of our business. One thing, however, is certain. The passage of time will inevitably sharpen again the issues in American politics.

I am no prophet and I would not hazard a guess as to when that time will come. But I am sure that we will be ready for it only if we have used this relatively peaceful period to develop and to practice a realistic philosophy of business and politics. I am suggesting first that businessmen must concern themselves not only with business, but with every important aspect of American life. Not least, they must concern themselves with politics. I do not mean necessarily actual service in Washington. Certainly it is important that we should always be ready to enter

the public service. At the same time, it is clear that only a very small number of us will ever have the opportunity to do so. There remains, however, a special obligation directly to interest ourselves in political affairs. And if we do not feel inclined to do so as citizens, there is, as businessmen, a direct and immediate obligation for us to do so.

As someone said the other day, the larger setting of business is politics. War, defense programs, recession, inflation, monetary policy, taxation, tariffs, racial discrimination, collective bargaining. There is not one of these subjects that does not closely affect our companies. Yet they are all to a large extent political questions. Let no one tell you, then, that businessmen must stick to their desks and keep out of politics. We are already in politics, as deeply and probably more deeply than any single group in this country.

A recent writer has described management as the most important function in American society. I think this was a fair statement; it is important, therefore, that we do not fail to draw the right conclusions from it. In a democratic society, the voter will inevitably place those who exercise such an important function under severe scrutiny. The decisions management makes are crucial to society as a whole. For example, decisions on the purchase of plant and equipment are determining the level of employment. Wage and dividend policies are affecting the distribution of income. Decisions to close or build a plant are changing the faces of communities all over the country. Our contributions policies are affecting the future of education. Our advertising practices are unquestionably influencing cultural standards. The flow of new products from our research centers have, and will continue to change the customs and habits of Americans. Abroad, the manufacture and distribution of our products is having an important impact on international relationships. We must, then, recognize the managerial function for what it is. We must see it as the strategic role in our economic system.

In these circumstances it is not surprising that society should insist that this responsibility is in a real sense a public one. If, in fact, the corporation is affected with a public interest, we must then, accept a public responsibility. I am not suggesting that we pay less attention to the private interests to which the corporation owes its origins and its continuing life. On the contrary, I am arguing that these

private interests can best be served in our democracy by reconciling them with the community and national welfare. And, in my judgment, the best means of attaining this harmony between the public and private interest is for us to make a full contribution to the process of political decision.

Only a program or policy that can win popular consent is practical in a democracy. If business is to attain the influence which we feel it deserves, we must, in the same way as other groups, read the signs of the times, determine what is the general sense of the community, and give leadership and direction in terms of those immutable political facts. Does our literature ignore this necessity? Are our speeches addressed chiefly to ourselves? Is much of what we have to say somewhat frantic, with the tone of protest rather than persuasion? Are we directing our efforts toward the all-important independent voter? These are questions to which we may have different answers. But certainly, each is relevant to the winning of consent.

What then, does all this mean for us? It means the acceptance of public office. It means the willingness to serve on Government committees and commissions. It means the active participation in the councils of both parties—and though I suspect most us tend to be Republicans, it is equally important, if not more so, that enlightened business opinion be heard in the Dem-

ocratic party. It means a positive and helpful attitude to civil servants and the men who, with meager rewards and much abuse, shoulder great responsibilities. It means keeping ourselves informed on the issues of the day so that we can in public and private discussion, give the kind of leadership which will deserve to be followed.

Another condition must also be fulfilled if businessmen are to make their full contribution to the formation of public policy. That condition is the support and encouragement of their business colleagues. Perhaps it may seem strange to you that I should mention this condition. Indeed, let me add, I not only mention it, I place great emphasis upon it. Inevitably as we participate more and more in political debate we will be putting our necks out on controversial issues. Perhaps many of us will be in the position of saying things to which some of our colleagues, our stockholders, our customers, will take exception. Perhaps we may prefer the safer course of silence. But every businessman has not only the right, he has the obligation to speak out. On some issues we will agree; on some we will disagree—but let us preserve, above all, the American spirit of debate. The important thing is that all sides be heard and that an issue be thoroughly debated before it is determined—debated not only by Congressmen, by editors, by news and radio commentators, by labor leaders,

but by individual businessmen all over the country.

To my mind, management is the most important function in American society. If, however, what I have said is true, then the present incumbents of that function must proportionately participate in the affairs of the community and the nation. Society is all of a piece. The economic and industrial process is not something separate. We are not worker ants who must not raise our eyes from our daily tasks. On the contrary. Our economic system is society regarded from one point of view. It cannot be lifted out of context from the total community. By the fact that management occupies a strategic position in the making of economic decisions, it makes them, too, in various degrees in other spheres—cultural, political and social. And in the same way, the impact of legislation, the influence of government, even if kept to a minimum, will always be felt in every area of our life. The fact that the question of enmity between government and business is sometimes raised, is evidence that much remains to be done to find that basis of co-operation between them that is necessary for the achievement of our urgent social purposes. In that task, society has the right to expect leadership from the business community. It is a legitimate expectation. We should respond to it with vigor and good will.

Evening Session Address of Appreciation

By His Excellency ABRAHAM RIBICOFF, Governor of Connecticut

WHEN I first accepted this invitation, it was to come here to extend the greetings of the State of Connecticut to the manufacturers of the state. But since the flood of August 19, I would like, instead, to thank the manufacturing industry of Connecticut for its spirit, its energies and its contributions to the economy of this great state.

When the rains came on August 19 they brought the greatest disaster this state has ever had. I would say approximately \$1 billion was subtracted from the economic resources of Connecticut. The economic life of this small state of ours depends upon its manufacturing

industry. In this state there was founded mass production. In this room are representatives of industries that are known nationwide, and indeed worldwide. Our government, education, and the economic sinews that make up our standards of living depend upon the wages that you pay your workmen, the dividends you pay your stockholders, and the taxes you pay to your local communities and the state of Connecticut.

It was obvious to me at 1 o'clock in the morning on that fateful Friday—when I unsuccessfully tried to find a way to Torrington and instead found bridges down and roads out and rivers

where there had never been rivers before—that this state was to wake up that morning with a great question mark concerning its very survival. On that same Friday I called the White House and asked for federal assistance. The Secretary of the Army, Mr. Wilber M. Brucker, came to Hartford the next day. We flew by helicopter over the entire devastated area of the state. I have never seen a sadder sight in my life. It wasn't just a question of homes uprooted and farm buildings strewn over the landscape. There also was, apparently, a prostrate industrial economy.

I flew over buildings that I had

known as a life-long resident of the state and by reputation. It seemed that they would never be able to rise again. It was obvious, right from the start that it wouldn't be just a question of binding up the wounds and feeding the hungry and finding roofs to put over the heads of the homeless. There had to be a message of reassurance and hope for the people of Connecticut that out of this disaster could come a better state than that which stood before.

And I must say at this point that there was nothing more encouraging to me than the attitude of you who represent the manufacturing industry of our state.

Let me give you a few examples.

I went into Ansonia and I came to a plant where large machinery was being placed on flat cars to be taken outside the state and reconditioned. Naturally when people saw this machinery being placed on the flatcars rumors started that the company was going to pull up stakes. I talked to the President of the company and I said to him: "Many of your workers are worried that you are going to move out of Connecticut."

"Hell no! I'm no quitter!" he replied.

That was the Farrel-Birmingham Company, and the president is Franklin Farrel III.

That was a classic remark, because it indicated just what the thinking was in the State of Connecticut.

I got a letter from another manufacturer who had been in the Naugatuck Valley for generations. His place had been hard hit. Voluntarily he wrote me and I quote:

"Dear Governor Ribicoff: I can well realize your concern at this time and the concern of the people of the state. I want to say to you that this company was in business for 100 years before the flood and, God willing, we will be in business 100 years after the flood!"

I went to a small town where there was a manufacturing company that was the town. There was nothing else in that community. This company was founded about 1801. I was told that the August flood had come 14 feet higher than any other flood in history. And they keep good records in that company. I would say the plant was about two-thirds destroyed. I walked through the plant about a week after the flood. I asked the president of the company:

"Is there anything the State of Connecticut can do for you, sir?"

"No," he said. "We're going to



GUESTS and MAC officers at the annual meeting. (Left to right) Dexter D. Coffin, vice president; Harrison Fuller, vice president; Albert S. Redway, president; Fred Smith, consultant, Gruen Watch Company; John Coolidge, treasurer; Rev. C. Lawson Willard, rector, Trinity Church on-the-Green, New Haven; Carroll L. Wilson, vice president, Metals and Controls Corp., Attleboro, Mass.; Norris W. Ford, executive vice president; and L. M. Bingham, secretary.

build a more modern plant a little bit back from the river. But I want to thank you, Governor Ribicoff, for coming in and walking through our plant and talking to our men. They have worked hard and tirelessly for one solid week trying to clean up this mess. The fact you came through here gives them encouragement. It will pick up their lagging spirits, and they will work harder still in the weeks ahead."

This is the unquenchable spirit that I found wherever I went.

When I asked another manufacturer if the state could help him, he said:

"No, we don't want anything from the Federal Government or the State Government, but there is another company's trestle washed up against our mill. If the Army Engineers can cart it away, we'll be able to get back into production next week."

The manufacturing industry is the backbone of the economic life of our state. Yet it has shown a two-fold responsibility over and above the responsibility to ownership and management. Everywhere I went I found industries responsible—deeply responsible—to the future welfare of their own employees and to the communities and the state of which they are a vital part.

After these few days of talking to our manufacturers, I no longer was concerned about the siren songs that any states of the South and the West might hand to the manufacturers of Connecticut. I was confident that the state and its people and its industries could rebuild and make Connecticut a better place than it was when the flood struck us on the night of August 19.

There are many tasks ahead. I would guess that the state will undertake certain of them in channels and avenues that the state has never explored before. I was delighted to come here today and see, on this platform, three of the men on the Flood Reconstruction Committee—Norris Ford, John Coe and Sherman Knapp, who was designated as chairman of this committee. This committee is composed of men of imagination—men from the manufacturing field, men from government, men from labor and public utilities and banks. There is a great deal of confidence, on my part, that this committee will come through with a program that the people of the state can accept.

A Governor cannot and never should be in a position where all policy emanates from him and all determination comes from him. I have always had a great deal of respect for the resourcefulness and the knowledge that are the natural repository of the people of a state like Connecticut. It seems to me that the burdens of this reconstruction period must be spread upon the shoulders of all the people. You people have your part to play. You people in many ways will have to pick up the bill. Therefore, it is by having representatives of all the people sit down and help plan for the days ahead that we can do the job.

There is a big job to be done. It is going to take a lot of imagination. You know, when you are felled by the blow you have to get up on your knees and onto your feet again. It is very easy to fight, but a lot of people slough

off once they get up on their feet and start walking again. What we can't do in the State of Connecticut is to spend our money merely to do a patchwork job—to put the stricken communities back in the same positions they were in before this blow struck.

If we have lost \$1 billion of economic resources, we must build those resources back. You know as manufacturers, and I know from my experience that there is only one way of actually building wealth. That is out of production. You can't get it like pie in the sky. And you can't wish for it. You have to work for it. If we are going to build these resources back, the state is going to have to work for it in

modern plants—more modern community plants as well as more modern industrial plants. I have always contended that the true test of an individual, or the true test of a company, or the true test of a nation or a people is how they conduct themselves in time of adversity or defeat. And a true test of Connecticut is the way it will conduct itself in reconstructing a better state.

I am confident that we are going to have a better state. I am confident that we will slough off the blows—the economic blows and the physical blows—that we have received.

I do want to pay this public tribute to the manufacturers of the State of Connecticut for their courage, for their

determination, and for their foresight to stay with the State of Connecticut. You people helped to build the State of Connecticut. You have reared your families here. You have your pride here. You have your roots here.

Those roots and those responsibilities that you have nurtured over generations, in the soil of the state that means so much to all of us, will now help you to rebuild and stick with us because basically the State of Connecticut is all of us. It is the people, it is the resources, and it is the spirit. With such spirit and sense of responsibility, we can look forward to a brighter future for the civic and economic life of Connecticut.

Thank you very much.

THE PRESIDENT'S REPORT

Informal Report

WHILE the program lists at this point a President's Report, I feel it is expecting too much of the average businessman to listen to such a report, to say nothing of remembering it.

Therefore, my formal report will be printed in the next issue of CONNECTICUT INDUSTRY and I will now make just a few informal remarks.

This Association is a service organization and not a crusading organization. Therefore, the staff is all important. They are the ones who carry out the day to day program for the benefit of our 1400 member companies, some 70% of them employing less than 100 employees. I therefore wish to commend the staff under the able leadership of Norris Ford for what they have accomplished during the past year.

I am also grateful to the Board of Directors and the members of the various committees who have established and formulated the policies that the Association has carried out.

Editors Note—In other remarks during his informal report President Redway enumerated some of the chief activities requiring the constant attention of the Association's staff and paid high tribute to Governor's Ribicoff's leadership during and since the recent flood disaster.



PRESIDENT Albert S. Redway at the rostrum during the evening session.

Formal Report

First, a few comments about this year's General Assembly.

Inasmuch as you have received our weekly reports and Final Report of the General Assembly of 1955, it would be repetitious for me to discuss in detail the results and our efforts to influence legislation. You may rest assured that we did our best throughout both sessions to present industry's viewpoint to all committees and House and Senate leaders on legislative measures affecting manufacturers.

It seems to me that the Governor himself did an excellent job recently in summing up the accomplishments of

the 1955 General Assembly. In a statement reported by Keith Schonrock in the July 3, 1955 issue of the Hartford Courant, the Governor neatly summed up the General Assembly's chief accomplishments when he said, and I quote, "The emphasis in the recent session of the Legislature was on social legislation and many long strides were made in those fields."

The Governor then said, and I quote, "The emphasis in the next session must be on taking steps to improve the efficiency and economy of the state."

We agree with the Governor's analysis of the accomplishments of the 1955 General Assembly. We not only agree but applaud his realistic view that "the emphasis in the next session must be to improve the efficiency and economy of the state."

The necessity for the kind of improved efficiency in the operation of state government that will result in a balanced budget without adding further tax burdens upon industry and business is borne out by the fact that the 1955 Legislature failed to balance the budget for the 1955-1956 biennium, even though it retained the highest taxes in the history of the state. In an effort to meet this deficit, the Governor has already ordered state agencies and department heads to cut back spending and reduce state payrolls by at least 7%.

Again we agree with the Governor that his cutback order is only a temporary expedient; that something on a

long-range and permanent basis must be done if additional tax increases are to be avoided.

It is one thing to see a need for drastic retrenchment in government activity and quite another to accomplish it. We are mindful of the difficulties of drastically reducing expenditures to keep them in balance with income from already burdensome taxation. To bring the state government's budget into balance by the end of the present biennium will be no easy task. But to accomplish it seems a necessary exercise of prudent governmental management in preparation for the even more difficult feat of operating our state government in the 1957-1958 biennium without increasing taxes.

We should be proud that manufacturing industry has been the powerhouse that has made possible, through the creation of wealth, the enjoyment of the world's highest standard of living. We should take even greater pride in the fact that Connecticut's industries have been able to generate wealth sufficient to give the people of this state social gains, on the whole, equal to those of any other state and superior to those received by the people in the overwhelming majority of states.

In many respects, state affairs are like those of a typical family. Once the house has been modernized, a few seemingly necessary household furnishings and clothing have been purchased and a new car is in the garage, the prudent family calls a halt to further commitments of future income until debt retirement or increased income, or both, will safely allow for more capital expenditures.

In effect, this big and prosperous Connecticut family of some 2 million people has just had its spending spree for many seemingly necessary additions to its many-sided house. Practically every member of its family has asked and received some valuable contribution to be paid for partially by present high income but also from the highest borrowings in the history of the state. Prudence and a healthy respect for future expansion of our industrial economy dictates that future government spending must be kept within the confines of income at present levels of taxation. That may mean painful mergers of state departments and severe retrenchment of state services.

I assure you, Governor Ribicoff, that you will receive the wholehearted support of this Association in taking the necessary steps to improve the effi-

cency and the economical operation of the state.

Association Activities

Since we have made a special effort during the past year to inform you of the widely diversified group and individual services the Association offers and renders to its members on a continuing basis, I shall confine my reporting of Association services chiefly to those features which most readily lend themselves to comparison with former years.

The fact that many time and money saving services rendered by members of the staff are not mentioned should not be construed as a reflection upon the value of the services. Rather that omission is due to lack of time and your patience to listen to the lengthy explanation necessary to a significant understanding of their value.

Insurance Program

First, I would call your attention to the growth of our insurance program. From July 1954 to July 1955, which marks the first full year that the insurance program has been managed as a separate department, growth has exceeded that of any previous year. The Group Life Plan, first inaugurated in 1944, now includes 427 participating companies with 91 of them, or over 20% of the total, joining the plan during the past year. There are now 14,200 executives and supervisory personnel employed by member companies whose lives are insured under our group life plan for a total of \$92 million. Approximately 25% of this group, or 3,571 persons, were included in the program during the past year for a total of \$23,641,000 of insurance protection.

Since our last annual meeting, retroactive rate credit checks amounting to \$6.17 per thousand dollars of insurance carried, and totaling \$354,000 have been mailed to participating member companies. In addition to these refunds, \$462,000 was paid to the beneficiaries of covered personnel.

The past year was also marked by a proportionate growth in our weekly indemnity plan. It now provides 2,400 employees in 125 of our smaller companies with off-the-job sickness and accident insurance. Rate credits allowed on this insurance for the past year amounted to 16½% of total premiums.

Our supplemental hospital plan for key personnel now includes almost twice the number of companies that

were participating last year, with a total of 1,828 persons being covered. The cost of this plan has been reduced another 5% during the past year making a total rate reduction of 27% from the original contract premium. Since March 1 of this year, it has been administered by the Association's insurance department, with all details except claims being handled by the staff.

I am pleased to report also that as of July 1, your Association inaugurated, with the Travelers Insurance Company as the underwriter, a Major Medical Insurance Plan. This plan, which had been undergoing serious study by your Board and Travelers Group Insurance officials for the past year, is intended to cover large medical and hospital bills for prolonged illness and accidents not covered by the normal hospital insurance program.

At the time the policy was made effective on July 1, 140 member companies had insured 1451 of their managerial and supervisory employees and their dependents against the hazards of major illness costing up to \$5,000. Widespread interest in this comparatively new type of insurance indicates rapid growth in the future.

Membership

Our growth in membership has been especially significant since September 1954, when, for the first time, a full-time field representative was added to the Association staff. As a result of his continuous contacts in the field, 159 new members have been added to our roster, making a total of more than 1,400 at the present time. In addition, he has made calls upon member companies to remind them of our services and to learn of any problems that they might have that some member of the staff might help to solve.

Domestic and Foreign Commerce

Activity in the Transportation and Export fields was especially brisk during the past year, with the Association participating in a number of proceedings in several highly important motor rate cases. There appears to be a marked trend of the motor carriers toward charging "what the traffic will bear" on non-competitive traffic, while offering rates related to the rail structure on highly competitive traffic. Transportation legislation, advanced by the railroads, which would provide more competitive rates, may well give some relief for shippers if passed by the next Congress.



A SECTION of Yale Dining Hall during the banquet session.

Increased travel to survey foreign markets by members of the Association, combined with industry's need for larger markets, has stepped up the volume of export service inquiries substantially during the year. This increased activity has been reflected by a substantial growth in the volume of translations handled by this department.

Taxation

The Association's regular informational services seek to keep members up to date on all pertinent changes in business taxation laws and regulations, both federal and state. Our Taxation Department has been especially active during the past year in presenting industry's viewpoint to our Congressional delegation and before committees in Congress. Our Taxation Committee has also been reactivated on a nine-times-a-year schedule of meetings rather than a previously normal average of three meetings annually. The committee has studied the proposed regulations under the new 1954 Tax Code and made suggestions for changes that it felt would be advantageous to business and the country generally.

Industrial Development

In addition to its most time-consuming job of publishing and financing the Association's monthly magazine, CONNECTICUT INDUSTRY, the Industrial Development Department has experienced its greatest period of activity in answering requests for new product sources, prospect lists and market research data. Likewise, there has been a substantial increase in the number of companies and individuals who have sought the assistance of this department in locating companies that may be purchased. This department has also continued its program of cooperation with the Connecticut Council on Education, the Connecticut Council for the Advancement of Economic Education, the Natural Resources Council and with the Connecticut Federation of Women's Clubs for whom it has been scheduling semi-annual "Industry Day" programs at member plants since 1949.

It is interesting to note also that our publication has grown in size from an average of 49 pages per issue in 1945 to an average of 72 pages thus far in the 1955 fiscal year, and has more

than doubled in size since 1930 while increasing advertising revenue more than 500% in the past 25 years and slightly over 100% in the past ten years.

Public Relations

Our new Public Relations Department has now been in operation slightly more than a year. Its first effort was the production and distribution to members and prospects of an illustrated brochure entitled "Services to Industry," designed to explain the many services the Association renders, and to identify the members of the staff who render them. Judging from the many favorable comments from both members and non-members, this effort has paid good dividends in terms of new members and good will. The cooperative development of a working philosophy or set of objectives for the Association by the newly organized Public Relations Committee, the Board of Directors and the Public Relations Director was the second project. Called "An Affirmation of Purpose," it was widely publicized through CONNECTICUT INDUSTRY and all media in Connecticut, as well as being mailed personally in giant post card form to over 4,000 community leaders in the state.

Basically, the Association is now conducting a two-phase communications program. Phase one consists of speaking and acting for the membership as a whole through all media and at all levels. The second phase seeks to promote more and better public relations among its member companies so that they, in turn, may benefit while contributing to improved community relations and to the success of the Association's statewide effort to improve the climate for manufacturing industry. A semi-monthly Public Relations Bulletin, a monthly Public Relations Department in CONNECTICUT INDUSTRY, and an up-to-date press, radio and television directory, are at present the three chief methods being used to stimulate more public relations activity among member companies.

While I have omitted a number of other public relations activities in which we have engaged during the past year, I have cited enough to give you a fair understanding of our objectives and the methods we are using to attain them. The help of every member company is needed if we are to set the friendly stage industry needs to play

its increasingly important role in the Connecticut economy in the years ahead.

Industrial Relations

The Association policy of maintaining complete up-to-the-minute files of labor agreements in force in Connecticut has fully met the needs of our members and continues to be one of our more active services. The releases issued by our Industrial Relations Committee have been highly complimented by those members having a

need for such guidance and are so informative that several Associations in other states have asked for and received permission to copy them with but few changes. In such an active and volatile area, your Association will continue to furnish the same type of service.

One of the most popular services rendered by our Industrial Relations Department continues to be the reviewing of new clauses or other changes in labor agreements. Advice from our staff has enabled many of our members to avoid pitfalls resulting from the use of ambiguous language.

satisfy employees. If it could then there would be labor peace in the high-paying industries and continual fightings in the low-paying, but this is just not the case. Employees will only be satisfied when they are convinced they are receiving their fair share of the total intake of the company.

Many employees do not want advancement outside of the work force, but they do want the opportunity. They want to feel the way is open and the ladder up for those of the group who are willing to pay the price. They do not want academic and artificial standards established for advancement. They still enjoy the old American Story of rags to riches . . . floorsweeper to president.

Individuals probably vary as much in their concept of "Worthwhile accomplishment," as any other point. Each defines it for himself. However, without it the employee feels stifled, and stagnates. He must be able to brag about his contribution, at least to himself and his spouse. A well planned production contributes much to this.

People may wear many different hats or titles, but they remain the same individuals. Employees are not a special class of persons with different needs and desires from other groups of people. They respond favorably to the same treatment. They are the same as customers, friends or club members. Treat your employees as friends. Here are the traits of the American working man: individualist, optimist, a sense of fair play, a feeling of pride, and the highest intelligence of any working man in the world. Our public school system makes this true.

Survey after survey shows that employees rate "good supervision" as one of the most important things in their productivity and desire to work for a company. They want from a supervisor: courtesy . . . to be treated as well as plant visitors; fair play . . . questions decided on what's right, rather than who's right; results . . . an answer to their grievances or production problems; someone easy to talk to . . . a supervisor who can listen as well as talk; a supervisor interested in them as individuals.

It is hard to define a "harmonious work atmosphere." It is more than modern plant facilities, clean rest rooms, convenient cafeterias or well-planned personnel programs. Some companies with these have a harmonious working atmosphere, and others who have none of them, also have just

(Continued on page 53)

THE ART OF TOGETHERNESS

Excerpts from an Address

By FRED SMITH, Consultant, The Gruen Watch Company

FOR many industries automation is not an "if" but a "when." It is coming. Just like mass production replacing hand labor. And the biggest problem will not be the development, maintenance, or even the purchasing of the electronic equipment. It will be the same human nature problem that plagued the change from hand labor to mass production. With management's prerogatives greatly hedged, the problem will be much more difficult. Many companies with distrustful attitudes in the work force, will spend the time needed to "best" competition, negotiating with militant unions. Employers who have built for cooperative relations will be a far jump ahead in the competitive race. The time to build cooperative labor-management relations is now, not when the problem is hot.

Management has lost, even abrogated, much of its leadership of employees. Fortunately, employees are still interested in genuine management leadership. This leadership must provide: a fair, understandable, and consistent top-management policy, good supervision, a harmonious work atmosphere, and a two-way communication.

The top officials of a company are directly responsible for the human relations in the company. The making and enforcement of policy cannot be delegated. Industry has produced the American high standard of living and now it is its challenge to make the art of living equal to the standard of living. It can be done with the same



FRED SMITH

top management emphasis that the other functions of industry have received.

The policy of a company must provide an employee: security, a fair share of the money, an opportunity for advancement, a feeling of worthwhile accomplishment. Employees want security because industry has produced a dependent population. Early America was an agricultural economy with employees having the security of their farm, and using industry to augment their earnings. This has changed. Now industry is their sole support. Security will continue to be important to a dependent work force.

No amount of money, per se, can

An Industrial Engineer Evaluates Technical Aid to Turkey

By MARTIN DORING

Editor's Note: Mr. Doring, the author of this article, is Supervisor of Time Standards at Whitney Blake Company, Hamden, Connecticut, manufacturers of electrical wire and cable, cord sets and connectors. The trip which Mr. Doring discusses in the following article is the second of this type that he has made, the first being a 10 weeks visit to Germany in 1952 as a member of a top management team.

IN September 1954 I arrived in Turkey as a member of a team of four American specialists who were to stay in Turkey for one year introducing American ideas and concepts of management. The team was sponsored by the Council for International Progress in Management as part of the United States Foreign Operation Administration's productivity and technical assistance program.

A substantial portion of the in-Turkey expenses were paid by the Turkish government. The particular field that I was to work in was Production Control. The other team members were Mr. Samuel Beach, of Columbia University, Personnel and Human Relations; Mr. Philip Kelly formerly of McKinsey, Management Consultants—General Management; and Mr. Robert Rodwell of General Electric Company—Cost Accounting and Budgets. The work that we did in Turkey had never been attempted before and actually was the result of many years of experience by the Council for International Progress in Management. It had been the custom for the past six or seven years to send teams of outstanding men from American industry to the free nations of world. Usually, the foreign country requested that a team of American businessmen come over to conduct seminars in their country. This team normally consisted of four or five men, all specialists in their own fields, who conducted a series of one week seminars in the principal cities of the country. Normally they would stay in the country for a period of four to eight weeks.

After conducting many seminars of this type it was felt by our foreign friends that a follow-up of some sort should be made. The reason was that



MARTIN DORING

there was not sufficient time for discussing anything other than the broad principles of our American methods. Since the foreign industrialists who attended these one week seminars were the top management group, they also desired to have their middle management group learn the details and intimate working of our techniques since they would be the ones to put them into practice in Turkish industry.

Our group was to be such a "follow-up" group working with middle-management and Turkey was to be the first country to receive the benefits of this new intensified program.

A top management team of four men along with one man who was acting in the capacity of a team manager and liaison man preceded us in Turkey. The man in the liaison position was Mr. Philip Garey who is Vice President of the Council For International Progress In Management.

It is interesting to note that although both teams were selected from the entire United States one of the men on the first team was also from Connecticut. Mr. Saul Silverstein is from Rogers, Connecticut and is the President of the Rogers Corporation.

This top management team conducted seminars of one week duration in Izmir, Istanbul, Adana, and Ankara. The job they did was outstanding in that the Turkish industrialists became most interested in both adapting modern management principles and in having their middle management group attend our courses.

Our work in Turkey required us to spend three months each in Izmir, Istanbul, and Ankara. This extended period of time gave us the opportunity to become familiar with the problems of the Turkish industrialists in greater detail than had ever been possible under the old method of spending only one week in each of the major cities. We conducted a series of 35 seminars in each of these cities with the same group of industrialists. It was our objective for each of the companies that were represented in our courses to send one of their people to each course. This meant sending four men to the entire course. Our objective was to train a management team to install their new methods as a group. It was never our practice to tell them what to do but rather how we handled the problem in the United States. They were the experts on Turkey and I always felt that they were in a much better position than we were to know which of our techniques Turkish industry was ready to receive.

When we were not in the class room we were in the factories working with the local manager, directors and owners answering their questions and helping them solve their own problems.

The last phase of our work was to leave behind a nucleus of trained Turkish engineers to continue our work after we left their country. For the most part these engineers were the same

ones who worked with us for the past year. This part of the program is now under way as they are continuing the work we did in the fourth city, Adana.

Interesting Turkish industrialists in adopting modern management principles was a major undertaking as the general thinking of the Turkish industrialists is far different from ours. Turkey is a very new country industrially although it is one of the oldest countries in the world. Until Ataturk's time the country was basically an agricultural one. After this great man became president of what we now know as the Republic of Turkey, industry, as such, received its start. Ataturk realized that Turkey would be finished as a world power unless it could produce the manufactured items that it was importing. As a result, industry received its start in Turkey a little over thirty years ago.

Ever since this starting period the various industries have had a seller's market. They can sell anything they can produce of any quality at a price that is high enough for even the most mismanaged factories, by our standards, to operate at a profit. The net profit at the end of the year is considerably higher than what we are accustomed to in our country. As you may all guess the end result of this condition that has existed from the birth of their industry is that poor management practices exist all over the country. It has been possible for men with little or even no education to become successful business men just because of their natural mechanical ability. Many of them have become millionaires in spite of their lack of good practices, proper techniques and operating conditions. This, coupled with the fact that the general educational level is much lower than what we would consider a bare minimum, leads to conditions that are almost unbelievable and even primitive in some cases.

I visited a small wood working factory and after seeing material in all stages of completion laying all over the floor I asked the man if he had any material handling problems. His answer was "No". Yet these were the conditions. The raw material was delivered to him by boat and was unloaded by men carrying one board at a time and walking a plank from the boat to a horse drawn wagon. The wagon then delivered the wood to a storage shed that was located about one mile from the factory and was again unloaded one board at a time. When the time came to use the ma-

terial it was loaded on a wagon and delivered to the building where the wood was to be cut to size and bent. Again the board by board method of handling was used. After being cut to size and steam bent the material had to be moved to another building about two miles away. This time it was moved by a donkey cart. The method of unloading the cart was to simply dump it in the street.

Here their equivalent of a material handler would pick up the pieces, put them in a basket to move the pieces to the next operation where this entire process would be repeated. Yet when I asked this man if he had a material handling problem his answer was "No". The reason for this answer was that he didn't know that there was a science to solve his problem or that he even had a problem.

Another example in a different field was when Mr. Beach our Personnel man asked a company if they had a personnel problem. Their answer was "No", yet their labor turnover exceeded 30% per year. Again, they didn't know that they even had a problem or that there was a method of solving it.

Many of our simplest practices are unheard of in Turkey today. During my year in Turkey I had the opportunity to visit a soap and vegetable oil factory. In going through this plant I noticed that they had a section of their machine shop that was set aside for the sole purpose of repairing electrical motors. I thought that the number of motors being repaired was excessive and therefore spoke to them about it. Their comment was that it was a severe problem and for that reason set up their own repair shop. I then asked to see their preventative maintenance procedure and they said that they had none. I then asked how often the motors were oiled and they said that they didn't know. After a while they said that they were probably never oiled. As a result of our conversation they assigned one man to oil the motors periodically. When I saw the man several months later he was most enthused and told me that he had no motor failures.

To simplify his oiling and greasing procedures I suggested that he paint each oil can and grease gun a different color indicating a different kind of grease or oil. Then to paint a circle around the fitting on the machine with the corresponding color. Using this method even a person that could not read or write could properly lubricate

a machine — Scientific Preventative Maintenance.

Another one of my applications of "Scientific Management" was in the field of Inventory Control. One plant had considerable trouble in maintaining the correct minimum quantity of parts in their stock bins. I asked them to place in the bin the number of parts that they considered a minimum quantity. When this was done I noticed how much of the bin was full. Then I asked them to remove the pieces and paint the bottom portion of the bin with red paint. The purpose of this was that when the pieces got down to the level where the stock clerk could see red he automatically knew that he had reached the minimum quantity or as we would say—The Re-Order Point—Again Scientific Management.

Our progress was aided by the fact that the vast majority of the young Turks received their higher education in Germany, France, England, or the United States. Therefore, they know that there are better methods of manufacturing than they are using. Unfortunately the need to install better techniques and methods does not exist today due to lack of competition. However, with the rapid pace at which Turkish industry is growing and expanding today I am certain that in the near future they will know competition. When this point comes they will be forced into installing modern methods.

Industrially Turkey will make many mistakes in the near future and some of them will even set back their progress. This, I feel is not too important over the long range picture, for the one sure way to keep from making mistakes is by doing nothing. Therefore, I feel that it is a healthy sign to see them making mistakes as it is a good indication that they are working. Knowing the Turk I feel certain that the end result will be a rapid improvement.

The rate at which the standard of living is increasing in Turkey is probably the most rapid in the world today. Just a few years ago Turkey was exporting olive oil. Since then they have increased their annual production of olive oil several times above what it was then. Today there is an acute shortage of olive oil in Turkey—Why—Because the demand for soap has increased at a much more rapid rate than industry has been able to expand. One of the owners of a soap

(Continued on page 46)

A NEW FOCUS on Executive Training*

By IRVING R. WESCHLER, Ph.D., MARVIN A. KLEMES, M.D.

and CLOVIS SHEPHERD, M.A.

"Sensitivity training," one approach to management development programs, emphasizes that executives should see themselves and others realistically, understand their own feelings and prejudices, and be sensitive to the ways people relate to each other. As the trainees examine themselves and the impact they have on one another, they also develop specific skills for the handling of various human relations problems. This novel training approach, clinical in its orientation, has resulted in far-reaching changes in the ways in which people work together on management teams.

IT HAPPENED at the fifth meeting. For four weeks, thirty executives had been coming to the campus of the University to attend a workshop in supervision. At each meeting they had sought to clarify their aims, and had continually tried to get the "professors" to lay down a set of rules. "You're the experts here," they said; "you tell us what we can do to become more effective!"

At the fifth meeting, the group's feeling about its own progress became the initial focus of discussion. The "talkers" participated as usual, conversation shifting rapidly from one point to another. Dissatisfaction was mounting, expressed through loud, snide remarks by some, and through apathy by others.

George Franklin appeared particularly disturbed. Finally, pounding the table, he exclaimed, "I don't know what is going on here! I should be paid for listening to this drive. I'm getting just a bit sick of wasting my time around here. If the 'profs' don't put out—I quit!" George was pleased. He was angry and he had said so. As he sat back in his chair, he felt he had the group behind him. He felt he'd had the guts to say what most of the others were thinking! Some members of the group applauded loudly, but many others showed obvious disapproval. They wondered why George was excited over so trivial an issue; why he hadn't done something constructive rather than just sounding off, as usual. Why, they won-

dered, did he say their comments were "drivel"?

George Franklin became the focus of discussion. "What do you mean, George, by saying this is nonsense?" "What are you really mad at, George?" "What do you expect—a neat set of rules to meet all of your problems?" George was getting uncomfortable. These were questions difficult for him to answer. Gradually, he began to realize that a large part of the group disagreed with him; then he began to wonder why. He was learning something about people he hadn't known before. New questions were raised—some relating to the job: "How does it feel, George, to have people disagree with you when you thought you had them behind you?" "Is it important for you to know who is really with you and who isn't?" "How does this apply to the plant?" "What can we do to find out how our employees really feel about us?"

Bob White was first annoyed with George and now with the discussion. He was getting tense, a bit shaky perhaps. Bob didn't like anybody to get a

raw deal—and he felt that George was getting it. At first, Bob tried to minimize George's outburst; then he suggested that the group get on to the real issues, but the group continued to focus on George. Finally, Bob said, "Why don't you leave George alone and stop picking on him? We're not getting anywhere this way."

With the help of the leaders, the group focused on Bob. "What do you mean, 'picking' on him?" "Why, Bob, have you tried to change the discussion?" "Why are you so protective of George?" Bob began to realize that the group wanted to focus on George; he also saw that George didn't think that he was being picked on, but felt that he was learning something about himself and about how others reacted to him. "Why do I always get 'upset,'" Bob began to wonder, "when people start to look at each other? Why do I feel sort of sick when people get angry at each other? Why don't my people ever talk back to me—do I let them get it off their chests, or do I cut them off?" Now Bob was learning something about how people saw him, while gaining some insight into his own behavior. Not much yet, but just enough to work on—perhaps. Some other time he would feel free to explore this a bit further.

Most executives, as illustrated above, can talk the "human relations" language, but fewer are able to put into practice some of the ideas to which they so readily subscribe. It is often interesting, for example, to watch some of the

About the authors, Mr. Weschler is Assistant Professor of Personnel Management and Industrial Relations and a psychologist with the Human Relations Research Group, Institute of Industrial Relations at the University of the City of Los Angeles.

Mr. Klemes is a clinical and industrial psychiatrist, practicing in Beverly Hills, and a Consultant, Human Resources Associates, of Los Angeles.

Mr. Shepherd is Research Assistant of the Institute of Industrial Relations, University of the City of Los Angeles.

The three authors of this article conduct a workshop for executives at the University of the City of Los Angeles, called "Skill Practice In Supervision," and engage in executive and supervisory training in a variety of organizational settings.

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proponents of the "open-door" policy of communications violate the very spirit of the practice to which administratively they are so loudly committed. A recent hit play makes the same point dramatically when a commanding officer of an occupation unit in the Far East threatens to "teach the natives democracy if I have to shoot every one of them." Sensitivity training¹ attempts, therefore, to close the gap between knowing and doing by exposing the participants to both the intellectual and the emotional understanding needed for effective performance.

The Aims of Sensitivity Training

There are several specific aims in this type of training. First, each trainee should get a better picture of the kind of person he is, of the impact he has on others, and of the characteristic behaviors he employs to protect himself against real or imagined threats. As a result of the training process, he is likely to discover some of his "blind spots"—those problem areas in his personality which he is unable to perceive without gross distortion and which frequently operate to his detriment in relating to others.

Second, the participants should check the accuracy of their perceptions as to what other people are like. Many trainees tend to think in stereotypes, which if strong may drastically color their perceptions. Participants learn to recognize individual differences, to accept them for what they are, and to understand better how their own needs and desires distort their perceptions of others.

Third, the participants should obtain more factual information, useful and pertinent in this area. This may include some theory and research data on individual differences, personality, leadership, communication, and group dynamics.

Fourth, each trainee should develop new "human relations" skills, including ways of dealing with conflicts and tensions. As the participants put into practice their understanding of themselves

and others, they learn how to communicate effectively, how to interview and listen, how to inform and evaluate, how to praise and discipline, and how to motivate. These specific skills can usually not be acquired until some of the insights mentioned above have first been attained.

Finally, the participants should be helped to become more aware of "group process," those forces unique to a group which ultimately may result in its success or failure. They should learn to recognize functional and blocking member roles; they should become aware of, and learn to deal with, "hidden agenda," those personal or situational pressures which simmer underneath a surface of good manners and friendly interchange; they should become acquainted with the procedural skills which allow a group to get its work done in the most expeditious manner.

The Nature of the Training Process

Sensitivity training is still experimental. As carried out in university workshops, group development laboratories, and plant settings, no single formula for conducting this type of training has been developed. In general, however, certain essential elements have emerged.

First, the training is "feeling-oriented" as well as "content-oriented." The participants learn to deal not only with specific cases and examples from their "on-the-job" situations, but also to analyze their own reactions and feelings toward one another and toward the situations in which they become involved at the training session.

Second, a certain amount of frustration appears to be essential to the success of the training. Each person attempts to keep his concept of himself intact, and little training impact can be expected unless the trainee is able to examine his "self-concept," to re-evaluate it, and to instigate those changes which he feels would benefit him. The process is not an easy one; we must experience frustration and anxiety in order to gain some insight into our "inner selves." These insights cannot be learned by reading a book; they arise most easily in the "give and take" of interpersonal relations.

Trainees Decide What To Talk About

Third, the training design is partly unstructured. Opportunities are pro-

vided for the trainees to decide what they want to talk about, what kinds of problems they desire to deal with, and what means to use in reaching their goals. As the trainees deal with these problems, they begin to act in characteristic ways—some participate freely, some remain silent, some dominate the discussion, and some become angry. These and other modes of dealing with problems become "grist for the mill"—they provide jumping-off points for discussion and analysis.

Fourth, auxiliary training devices and techniques are utilized to facilitate the interaction process among the participants. Included are the use of case studies, role-playing, buzz groups, film forums, and the like. At present, we think that these training devices should be introduced rather early in the training experience in order to place trainees in the kinds of situations to which they are more accustomed. As training progresses, artificial stimuli will be less frequently needed to produce the "raw material" of the training process.

Fifth, a permissive atmosphere is maintained. When people know that their attitudes are respected and their feelings accepted, full participation is facilitated. Since the expression of attitudes and feelings is essential to the training process, even when people feel they might appear unkind, impolite or perhaps ridiculous, the group atmosphere must remain friendly enough so that these sentiments can be elicited.

A permissive atmosphere is not easy to describe. We know it does not exist when the discussion leader insists on imposing his own goals, ideas and methods. We must not be fooled by the "let's all join in the fun" appeal of some service organizations, the "let's be a happy family" flavor of some industrial concerns or college campuses, or the phony "hi, Joe!" variety of "hearty atmosphere." It is only when discussions are characterized by a lack of moralistic or judgmental attitudes toward almost anything that might be said, when people feel free to speak frankly and to listen with understanding that true "permissiveness" can be said to exist.

Expressions of Resistance to the Training Process

In the training situation, no attempt is made to tell participants whether to change or how to change. They are helped to see themselves more objectively; if, then, they are dissatisfied with certain aspects of their behavior,

(Continued on page 47)

¹For related philosophies and methods of training, see Robert Tannenbaum, Verne Kaljeian, and Irving R. Weschler, "Training-Managers for Leadership," *Personnel*, 30, 4, Jan., 1954, pp. 254-260; also Herbert A. Thelen, *Dynamics of Groups at Work*, Chicago, Ill., The University of Chicago Press, 1954, 379 pp., and National Training Laboratory in Group Development, *Explorations in Human Relations Training: An Assessment of Experience, 1947-1953*, Washington, D.C., National Education Association, 1953, 87 pp.

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"Devil Take Us" wins famous award. The motion picture that does most for highway traffic safety is awarded the Liberty Mutual Trophy, a replica of the bronze sculpture shown here. The latest award went to "Devil Take Us," an exciting real-life drama now being shown by RKO-Pathe throughout the country. Liberty Mutual is glad to honor and recommend pictures like this that may save your life. See it at your neighborhood theater.

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The Cover

NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

A MAN who went to work for Hamilton Standard Division of United Aircraft Corp. 31 years ago on a week's trial has moved into the top manufacturing post of the Windsor Locks aviation company. Alexander F. Mannella recently was named general superintendent, a position vacant since 1948.

Mr. Mannella's post as production superintendent-machining was filled by the promotion of Floyd V. White. In another major change, James I. Vandergrift was promoted to production superintendent of the Broad Broad plant.

Mr. Mannella, who attended the Pittsburgh School of Automotive Engineering and worked for Westinghouse Electric & Manufacturing Company at Pittsburgh, joined Standard Steel Propeller Company, one of the present company's two predecessors, in 1925.

★ ★ ★

MALLEABLE IRON FITTINGS Company, Branford, has appointed Owen R. Huggins to the post of man-

ager of sales of its pole hardware division. Mr. Huggins joined the Branford firm from one of the largest coast-to-coast distributors of machinery and associated supplies, where he was vice president and sales director.

In announcing Mr. Huggins' appointment, T. F. Hammer, President of Malleable Iron Fittings Company, emphasized the company's expansion of its pole hardware product line.

★ ★ ★

THE APPOINTMENTS of William F. Minor, Jr. as comptroller, and William J. Weir as sales manager of The Rolling Mill Division of The Miller Company, Meriden, were announced recently by Frederick R. Slagle, vice president and manager of The Rolling Mill Division.

Mr. Minor has been assistant to Mr. Slagle for the past two years and first joined the company in 1939 after being graduated from Yale University.

Mr. Weir joined the Meriden firm after 21 years with Chase Brass & Copper Company of Waterbury,



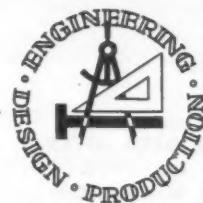
THIS MONTH'S cover photo shows a display of early clocks at the Bristol Clock Museum. In the center is the original model of Eli Terry's clock in which the short pendulum has been adapted to the wooden movement. Flanking this are two examples of the sharp Gothic—the case invented and patented by Elias Ingraham. On either end are shown examples of the four-point Oriental Gothic of Brewster & Ingrahams.

where he has been sales manager of wholesale accounts.

★ ★ ★

MORRIS F. KETAY, president, and Paul W. Adams, chairman of the Executive Committee of the Norden-Ketay Corporation, have announced that the Board of Directors has appointed Perry R. Roehm to be executive vice president of the company. Mr. Roehm was formerly vice president of the company, in charge of engineering and sales.

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TWO NEW single-page flyers are now available from The Hartford Special Machinery Company, Hartford. One covers data and specifications of the company's new Way Type Hydraulic Feed Units which feature thrust above the ways near the tool load.

The other describes Hartford Special's newly designed Automatic Cam Fed Drill Units featuring faster cycling, narrow construction and greater flexibility.

★ ★ ★

A NEW LINE of Uniclosed horizontal motors with face type mounting brackets for direct connection to driven equipment has been developed by U.S. Electrical Motors, Inc., Milford. The motors, built to rerated NEMA specifications, are said to be extremely compact, with more horsepower in less space. Fitted with U.S. unimount face-type mounting brackets in either NEMA Style C or Style D specifications, the motors can be easily connected and automatically aligned to the driven equipment.

★ ★ ★

A NEW SYNCHRONOUS motor driven time delay relay has been added to the line of electrical timing devices manufactured by The R. W. Cramer Company, Inc., Centerbrook. Designated Type 412, it incorporates many desirable new features and is interchangeable with its popular predecessor, Type 410.

Its full vision dial, approximately 300° is protected by a transparent cover. Two pointers indicate time setting and progress. The setting mechanism is said to provide quick, easy adjustability over full dial range, even while the timer is operating.

The unit, designed for U.L. approval, boasts electrical and mechanical life in excess of one million operations.

★ ★ ★

JOSEPH O'BRIEN was elected president of The Bristol Brass Corporation at a recent meeting of the board of directors. He moved up from the position of vice president and general superintendent to fill the position left vacant when Roger E. Gay was given a leave of absence to undertake a special assignment in the Department of Defense in Washington.

Otto VonAu, former president of Bristol Brass' wholly-owned subsidiary, The Accurate Brass Corporation, was elected vice president.

Mr. O'Brien has served the company

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for thirty-eight years. Before he became vice president and general superintendent in 1952, he had been vice president in charge of sales, sales manager, and assistant sales manager. He had been a salesman for Bristol Brass, covering the territories of New York State and later Providence.

Mr. VonAu had been president of Accurate Brass for thirty years before it was acquired by Bristol Brass last year.

Joseph T. Hassett has been appointed general superintendent. He had been assistant general superintendent since 1953, moving up from his position as head of the Time Study and Methods Department. He has been with the firm since 1939.

★ ★ ★

DOUGLAS M. GRAY, who since 1946 has been district sales manager for the American Brass Co. at its Boston office, has been appointed assistant sales manager of the Torrington Division of the company. He will be succeeded by Frederick G. Sims, Jr. as Boston district sales manager. Both appointments were announced by John A. Coe, Jr., ABC president.

Mr. Gray, a native of Waterbury, attended Dartmouth College and Bentley School of Accounting and Finance. He joined The American Brass Co. in May 1934 in the Waterbury division as a trainee, and was transferred to the Boston office in June, 1935.

★ ★ ★

A NEW COURSE to develop fuller understanding of the capabilities of older persons is being offered by Hillyer College as part of its program in gerontology. The course, entitled "Counselling the Older Employee," is designed for professional people in industry and social organizations. Personnel managers, supervisory members of personnel departments, and professional social workers will develop the methods by which the employee's later life can be made more meaningful and useful.

The course includes lectures by Frederick W. Novis, Ph.D., Chairman, Board of Directors, New England Chapter of the National Rehabilitation Association. Panels consisting of local and out-of-state specialists with experience in the various aspects of gerontology will also be a part of the course.

David C. King, consultant on Gerontology for Hillyer College, and a member of the executive board, Con-

nnecticut Society of Gerontology, is in charge of preparation for the course, and will direct the series. Co-ordinator for the course is Dr. Sigmund Adler, retired, president of the Connecticut Association of School Boards.

★ ★ ★

HIGH SPEED steel ground thread pipe taps with standard hand tap shanks for use in tapping attachments are now manufactured by the Jarvis Corporation, Middletown.

By using the standard hand tap shank, the Jarvis pipe taps are said to overcome chucking problems presented by conventional stub pipe tap

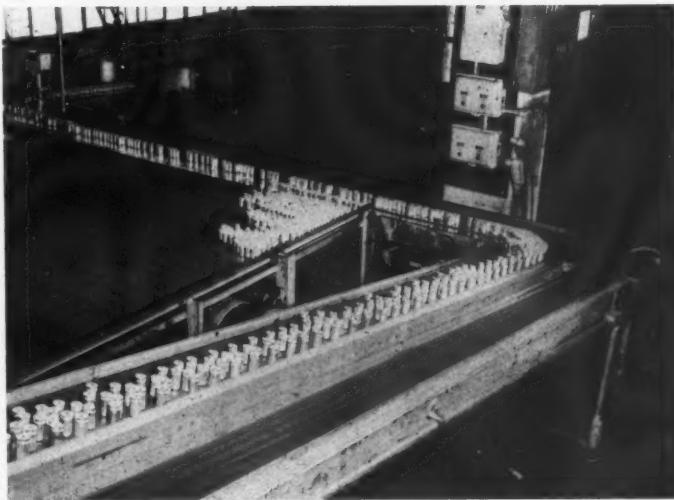
shanks. Designed to fit any tapping machine or device, the new taps afford closer control and improved precision in actual operation.

Four sizes of Jarvis taps with standard hand tap shanks are stocked: $\frac{1}{8}$ ", $\frac{1}{4}$ ", $\frac{3}{8}$ " and $\frac{1}{2}$ ".

★ ★ ★

DESIGNED to better utilize distributors' shelf space and improve product identification, a new packaging system for nuts and bolts has been adopted by The Hartford Machine Screw Co., Hartford. The new packages are imprinted with bright yellow letters on dark green anti-tarnish fiberboard.

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LEEDS CONVEYOR SYSTEMS applied at the Electrical Division of Olin Mathieson Chemical Corp., New Haven, Conn. for the manufacture of flashlight batteries.

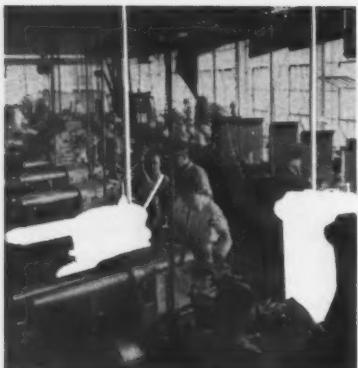
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sibility of administration including accounting and personnel departments.

Mr. Sprague joined the Sound-Scriber staff in February of this year. He was formerly assistant to the secretary of Veeder-Root, Inc., Hartford, and prior to that was contract administrator for the U. S. Navy Bureau of Aeronautics during the Korean conflict.

★ ★ ★

A SPECIAL PURPOSE four station horizontal indexing machine, designed and built recently by The Hartford Special Machinery Company, employs standard Hartford Special machine components to perform drilling, chamfering, spotfacing and tapping operations on forged steel steering knuckles. According to the manufacturer use of the machine results in the production of 60 finished steering knuckles per hour at 100% efficiency.

★ ★ ★

THE SOUNDSRICER CORPORATION, New Haven, manufacturers of electronic disc dictating and recording equipment, has announced the appointment of Robert S. Heath as advertising assistant to the vice president. Mr. Heath will assume responsibility for national advertising, sales promotion, direct mail, publicity and field publications. He was formerly on the executive staff of the Hartford Chamber of Commerce.

Mr. Heath is a graduate of the University of Bridgeport, and served that institution as assistant public relations director.

It has also been announced that Raymond W. Sprague has been promoted to secretary of the corporation. In his former post of assistant secretary, Mr. Sprague handled the firm's contract matters exclusively. In his new position he has been assigned the added responsibility.

A NEW TRAINING PROGRAM for employees at the American Velvet Company, Stonington, has been announced by the company and the employees' union.

The program was worked out by the union and plant management in another of the progressive efforts of the company to increase efficiency under the profit-sharing system. The plan includes the training of carpenters, machinists, pipefitters and other maintenance workers as well as weavers and loomfixers.

A new worker, under the program, advances in grade and payrate as his knowledge of the job increases, until he reaches a full scale tradesman.

★ ★ ★

A BROCHURE describing the application of BINOTROL, a punched tape control system, to a Jones & Lamson turret lathe to make it completely automatic, has just been published by Barnes Engineering Company, Stamford.

The eight page booklet, which is available on request from the company, describes the operating principles of BINOTROL and relates in detail how all of the motions of the lathe are completely controlled by the new system. Preparation of the punched tape, application of binary number coding to the lathe's functions, and advantages of the new lathe are also discussed.

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THE WIREMOLD COMPANY · HARTFORD 10, CONN.

THE NELCO TOOL CO., INC., Manchester, has recently offered small diameter carbide tipped end mills with longer cutting life, improved cutting performance at no increase in price.

According to the company, since the primary fault of ordinary small end mills has been the tendency for the shank to snap at the thinnest point, $\frac{1}{4}$ " and $\frac{5}{16}$ " end mills have been devised with special heat treated tool steel bodies that prevent this costly breakage. This engineering improvement is said to also impart additional rigidity to the shank to reduce operational vibration and promote increased accuracy.

★ ★ ★

APPROXIMATELY 5,000 active and retired employees of the New Haven Railroad will be honored for their long service (35 or more years) at a series of seven dinners to be held this Fall, in an extension of a program started last year by Patrick B. McGinnis, president. He decided that the railroad should not wait until an employee had reached the half-century mark before receiving recognition.

Last year the dinners were held for employees with forty or more years of service, and those in active service were presented with a share of New Haven stock. All were presented with lifetime "gold" passes and special leather pass cases. The presentation of lifetime passes will be extended to include all with thirty-five or more years of continuous service.

★ ★ ★

THE APPOINTMENT of Stanley G. Fisher, vice president of Landers, Frary and Clark, New Britain, to the position of general sales manager has been announced by the company.

He will succeed Albert S. Bross, who resigned recently to accept a position as vice president in charge of sales for the O. A. Sutton Corporation, Wichita, Kansas.

For the past four years Mr. Fisher has been sales manager of the Electric Housewares Division of Landers. He joined the company in 1946 and has held various positions in the sales department, being elected a vice president in 1954.

★ ★ ★

A FOLDER describing the evolution of three dimensional cams from theory to working finished product is available from the Parker Stamp Works, Inc., Hartford.

Featured in this technical bulletin are illustrations indicating the infinite number of stations possible on three dimensional cams produced by Parker.

★ ★ ★

ROBERT GAIR COMPANY, INC., manufacturers of paperboard and paper products, has acquired license rights to manufacture and sell Smarty Pak corrugated containers, combination shipping and carrying cases with handles, from Edward E. Muhs of Berkeley, California, the inventor.

According to William T. May, Jr., vice president in charge of container operations, Smarty Pak is a one-piece die-cut case with a novel construction that permits it to be used as a shipping container, a mailer or a carrier. Since the flaps lock together without gluing it can readily be converted

from one use to another. It can be used as a merchandise shipper by manufacturers, a carry-out case by retail stores, and for a variety of purposes by the consumer.

At present Smarty Pak is made in "Junior" and "Senior" sizes which weigh 14 and 16 ounces, respectively, and will carry 25 to 30 pounds of merchandise.

★ ★ ★

THE MICRO-HEIGHT GAGE, now being produced by Greist Manufacturing Company, New Haven, is used for laying out and inspecting metal dies, and is read just like a micrometer without further calculations of any kind. The result, according to the manufacturer, is faster and more accurate readings than any height gage now on the market.

...THIS TIME, specify...

SCOVILL

HIGH SPEED

BRASS ROD

(Free-Cutting)

You Can **SELL** the Difference

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Industrial Ventilating and
Dust Collecting Equipment



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and
Blowers Unit
Dust
Collectors

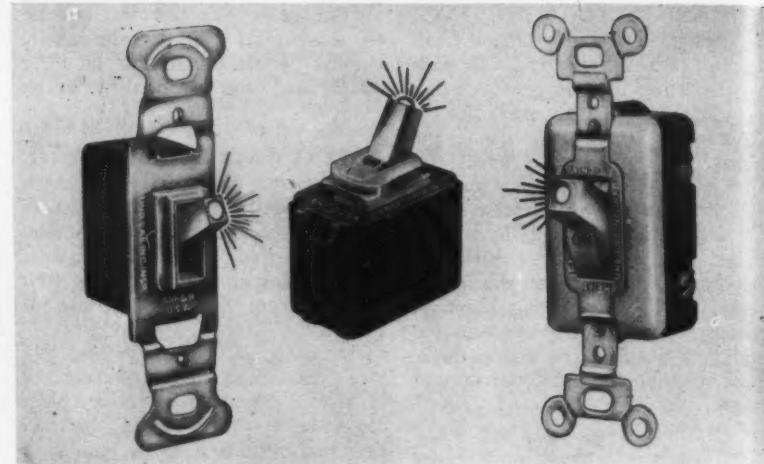
We specialize in the design,
manufacture and installation
of complete dust collecting,
ventilating, fume removal
and conveying systems for
industry.

*Our engineering staff
is at your service.*

Write or Phone

THE COLONIAL BLOWER CO.

54 Lewis St.
Plainville, Conn.
Phone Sherwood 7-2753



ARROW-HART Glow-Tip Quiette Switches are recommended for installation near entrance doors; in nurseries; at the bottom or top of stairways; in schoolrooms and school corridors, in warehouses, workshops and garages.

The basic gage has a two-inch direct reading in thousandths which is easily increased to three inches by reversing the scribe. By adding a three-inch riser to the base, the gage's capacity extends to six inches. To determine distances between heights or holes, a dial indicator is used in place of the steel scribe. A satin chrome finish makes the gage rustproof and easy to read.

Patent rights to the Micro-Height Gage recently were purchased by Greist from the Fairfield Gauge Company of Bridgeport. Distribution, through industrial supply houses, will be increased considerably during the coming year and will be on a nationwide basis.

ANNOUNCEMENT of the availability of Glo-Tip Quiette Switches has been made by The Arrow-Hart & Hegeman Electric Company, Hartford. Every switch in the new line can now be supplied with a radioactive luminous button situated in the tip of the operating lever.

The manufacturer states that these Glo-Tip buttons will glow continuously, since, unlike fluorescent-type materials, radioactive luminous material is not dependent upon daylight to build up luminous properties.

The switches are said to be suitable for home, commercial and industrial installations whenever it is desirable that the light switch may be located instantly during darkness.

CHAMPLIN WOODEN BOXES

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Sure Delivery*

- All standard styles
- Specialists in hard-to-package items
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45 Bartholomew Ave., Hartford 6, Conn.

THE HENRY SOUTHER ENGINEERING CO.

Engineering & Chemical
Service

Water Purification

Industrial Waste Disposal

Research Facilities for
Industry

Hartford,

Conn.

THE ELECTION of Frederick Bowes, Jr. to the newly created post of vice president for public relations and advertising of Pitney-Bowes, Inc., Stamford, has been announced by Walter H. Wheeler, Jr., president.

Appointed director of public relations and advertising in 1945, Mr. Bowes started with Pitney-Bowes as a service mechanic in 1930. He has been with the company ever since, except for two prewar years with Batten, Barton, Durstine and Osborn, advertising agency, and three years with the War Production Board.

Mr. Bowes is a director of the Advertising Council, and a former director of the Association of National Advertisers. He is the immediate past president of the Public Relations Society of America.

★ ★ ★

SUBJECT to the approval by the Connecticut Public Utilities Commission, directors of The Southern New England Telephone Company voted at a meeting in New Haven recently to issue 543,209 additional shares of common stock.

The board also elected two new directors, Edward C. Bullard of Bridgeport and John A. Coe, Jr., of Waterbury, and voted a regular quarterly dividend of fifty cents a share.

★ ★ ★

JOSEPH W. POWDRELL, former president and chairman of the board of Powdrell and Alexander, Inc. Danielson, died recently at his home in Brooklyn, Conn.

Born in Mount Forest, Ontario, Mr. Powdrell came to the United States with his parents, settling in Worcester, Mass. In 1916 he joined the Martin Manufacturing Company in West Newton, Mass., manufacturers of curtains and curtain fabrics. Three years later he and Mr. J. S. Alexander opened the first plant of Powdrell and Alexander, Inc.

In the twenties the plant moved to Danielson, taking over plants on Main Street, Attawaugan, Ballouville, Pineville and the Connecticut Mills property. Later, a chain of manufacturing plants was opened across the country.

In 1948, after having been president of Powdrell and Alexander for 32 years, Mr. Powdrell was elected chairman of the board of directors, which position he held until his retirement in 1950.

Bragging Again?

Let's give the Purchasing Agent, to say nothing of the President and V. P.'s, credit for astuteness in evaluating our products.

Idle braggadocio in our advertisements isn't going to impress them, except unfavorably.

Let's advertise at their level,

not
way
down
below
it.



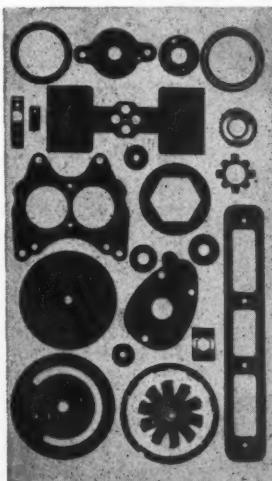
R.H. Young and Associates

998 Farmington Ave.,

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West Hartford, Conn.

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Auburn is at your service—80 years of engineering "know-how" in designing, fabricating and developing for every purpose . . . and in virtually any material, including:

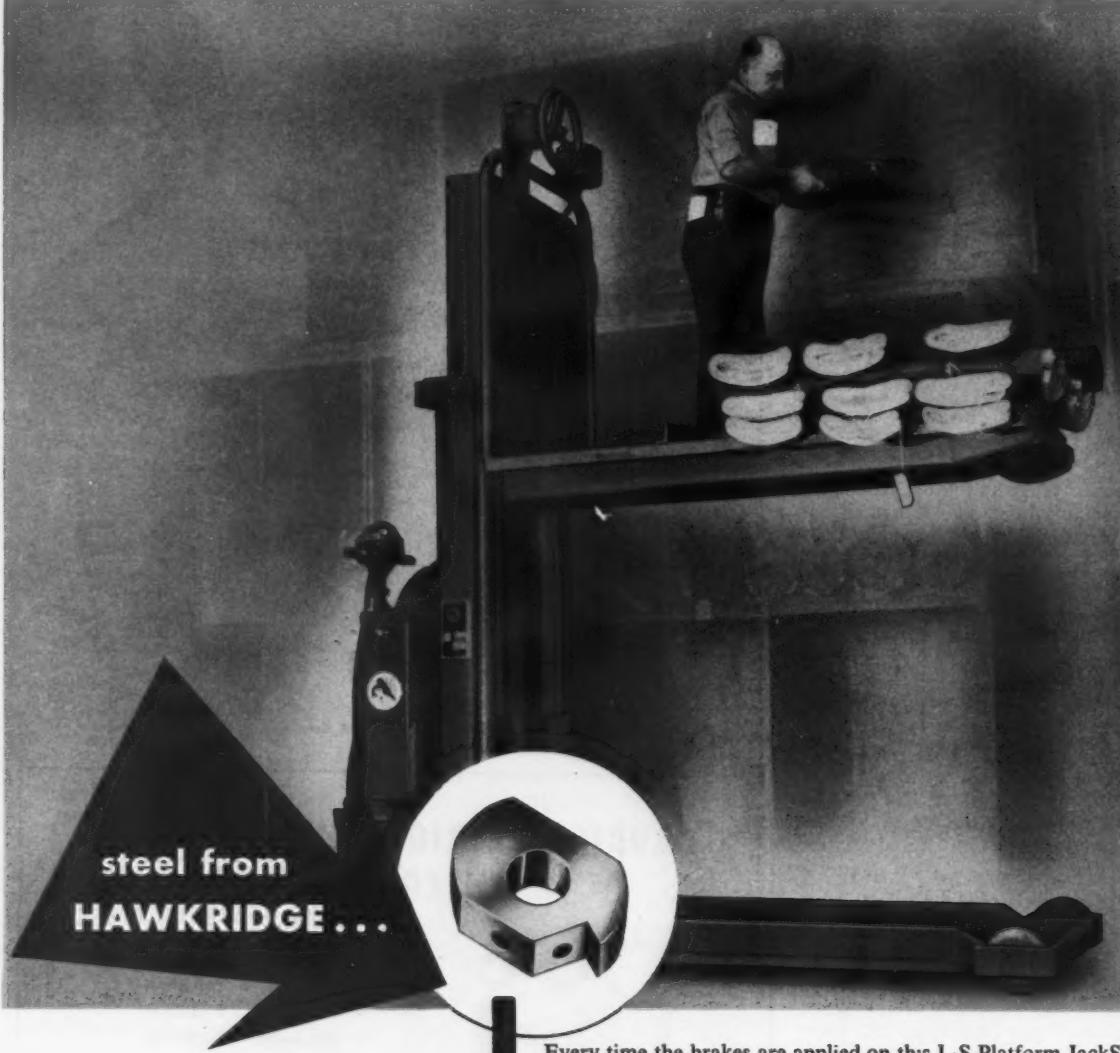
Leather • Asbestos • Cork •
Rubber • Cardboard • Silica-
con Rubber • Neoprene •
Brass • Aluminum • Felt
• Phenolics • Compositions
• Cloth • Fibre • Paper •
Plastics • Steel • Copper
• Teflon • Special Materials.

Send us your specifications or blueprints. You'll receive quotations, recommendations . . . with no obligation.



AUBURN MFG. COMPANY
316 Stack St., Middletown, Conn.

Specialists in Gaskets and Packings for More than 80 Years
Representatives: Atlanta, Ga.; Detroit Mich.; St. Louis, Mo.;
Los Angeles, Cal.; Minneapolis, Minn.; Washington, D. C.;
Cincinnati, O.



steel from
HAWKRIDGE...

**vital element
in this
Lewis-Shepard
JackStacker's
remote control
brakes**

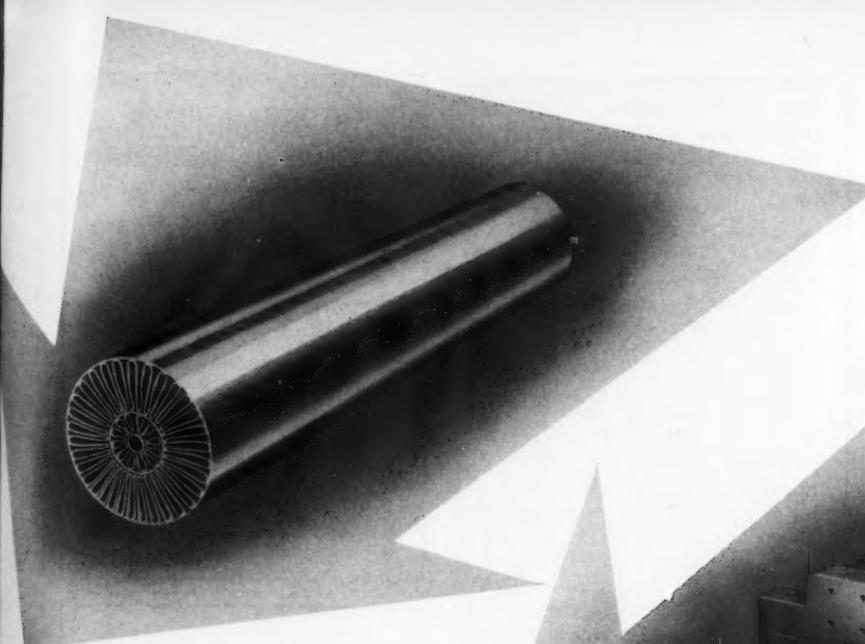
Every time the brakes are applied on this L-S Platform JackStacker, either from the normal operator's position or from the unique remote drive position on the platform, this cam made from steel supplied by HAWKRIDGE has a vital function. Hundreds of times during the working day, it actuates the brake shoes. And to insure its long life, and the dependability required of every Lewis-Shepard part, HAWKRIDGE engineers also aided in specifying the heat treatment that hardens it. This is another example of the way New England industries use metals and metal products from HAWKRIDGE's fully stocked warehouses. And there are good reasons why companies like Lewis-Shepard Products, Inc. depend on HAWKRIDGE as a source. Metals from HAWKRIDGE are right for the job. HAWKRIDGE's complete stock insures that orders are filled according to specifications. And strategic warehouse location insures *overnight delivery* to most points in New England. So . . . whatever your needs . . . call the man from HAWKRIDGE today. He'll be glad to provide the *right* metal for your application. And, if you wish, he'll assist you with technical advice on your selection of metals for special uses.

Available only in New England



HAWKRIDGE BROTHERS

303 CONGRESS STREET • BOSTON, MASSACHUSETTS • HAncock 6-5620
P. O. BOX 2119 • WATERBURY, CONNECTICUT • PLaza 6-8121



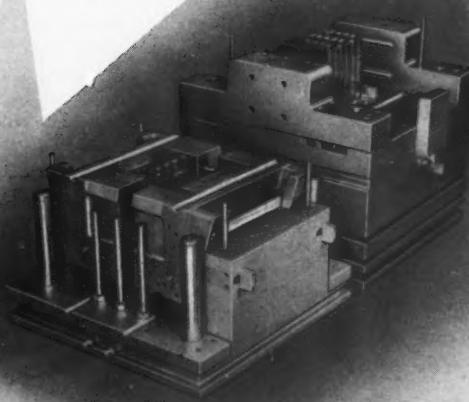
Longitudinal finned tubing for more efficient heat transfer with minimum pressure drop is made by The Heat-X-Changer Co., Inc., Brewster, N. Y., from cold rolled strip supplied by Hawkridge.

APPLICATIONS UNLIMITED

Whether you're making fork trucks or cigarette filters, plastic molding dies or finned tubing, you'll find that HAWKRIDGE is your best source for steels. For HAWKRIDGE carries the most complete line of steel for the metal-working industries in New England.

In addition, you'll benefit from HAWKRIDGE's application engineering service . . . thoroughly trained and experienced steel men will assist you in selecting the right steel for your job.

Wherever you are in New England, write or phone HAWKRIDGE BROTHERS COMPANY for all your steel needs.



Power to form plastics calls for heavy-duty steel dies. Finish is critical so Guy P. Harvey & Son, Inc., Leominster, Mass., uses mirror-finish stainless supplied by Hawkridge. This 36" x 36" x 42", 3½ ton die forms plastic storage battery cases.

High Speed Steels • Hot Work Steels • Oil and Air Hardening Steels • Water Hardening Tool Steels • Drill Rods • Alloys • Titanium • Steels for Plastic Molding • Carbon Machinery Steels • Cold Finished Steels • Stainless



Safer smoking is another Hawkridge application field. Already hundreds of thousands of this Aquafilter, made by Lakewood Metal Products, Inc., Waterbury, Conn., have been made from aluminum supplied by Hawkridge, and, in addition, the experimental tools that produced the first Aquafilter were made from Hawkridge tool steel.

HAWKRIDGE COMPANY

THOMAS W. HALL COMPANY

INCORPORATED

Stamford, Connecticut



Printing, Newspaper
& Lithographing Machinery
Paper Converting Equipment
Job Presses, Galleys &
Cabinets
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the Nation's Headquarters

for BRASS

COPPER

STAINLESS—

STEEL

Warehouse and Mill
CHASE BRASS & COPPER CO.
Waterbury 20, Conn.
Tel. Plaza 6-9444



THE COMPLETE LINE of Wiremold Surface Metal Raceways and Fittings is illustrated and described in a new, 132-page Wiremold catalog and wiring guide now available. Included in the catalog are detailed installation instructions for all sizes of raceways, including Plugmold Multi-Outlet Assemblies. The Wiremold line of fluorescent and slimline equipment is also covered. Copies are available from The Wiremold Company, Hartford 10, Conn.

★ ★ ★

VEEDER ROOT, INC., Hartford, will build a branch plant on the outskirts of Altoona, Pennsylvania, it was recently announced by Harvey L. Spaunburg, president. The decision to expand operation outside the Hartford area, Mr. Spaunburg said, is due to a number of factors as follows: Lack of space to carry on efficient manufacturing operations at the present level of business in the Hartford plant; lack of more land for expansion of the plant at its present location; and government's desire for dispersal of new plant construction.

Altoona was selected for the site of the new branch because it is located practically in the center of the company's market for computers, meter duplicators and visible registers. Its general supply of natural gas, its location on the main line of the Pennsylvania Railroad and on a network of super-highways, nearness to raw material supplies and its supply of skilled employees, were other factors favoring the selection of Altoona.

Present intentions are to move meter assembly, computer assembly and related machining operations to Altoona, but to supply parts for these products, other than die castings, from the Hartford plant. While this move will necessitate some transferring of employees in the Hartford plant to different jobs, it is felt that the effect on the employees in the Hartford plant will be negligible. The new plant is not expected to be ready for occupancy until August or September 1956, thus giving ample time for planning transfers carefully.

★ ★ ★

WALTER E. DITMARS, president of The Gray Manufacturing Company, Hartford, recently received a signal honor and special commendation from J. Edgar Hoover for his company's aggressive anti-communist advertising campaign.

At a ceremony on the steps of Fed-

MATERIALS HANDLING ENGINEERS and EQUIPMENT

SHEPARD Cranes & Hoists

RICHARDS-WILCOX

Conveyors and Monorails

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Buckets Buckets

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announces the opening of his office
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Insurance

Over 40 Years of Service to
Connecticut Manufacturers

CINDET

ALL-PURPOSE LIQUID SYNTHETIC
DETERGENT

LIFTS DIRT AND HOLDS IT OFF!

Foamy CINDET LIFTS and DRAWS dirt away, SEPARATING the dirt from the surface and leaving space between, then HOLDS DIRT PARTICLES IN SUSPENSION for quick, easy pick-up. Leaves a cleaner, brighter surface than when soaps, powders or ordinary "detergents" are used. Produces rich, creamy suds when diluted in either HARD or SOFT water, and it's SAFE—won't harm hands or any surface unaffected by plain water. Wonderful for stripping old wax from floors and removing stubborn RUBBER MARKS.

CINDET has hundreds of general cleaning uses. Write for literature or have your Dodge Service Man demonstrate its quick, thorough action.

FOR FREE
SANITARY SURVEY
OF YOUR PREMISES
SEE YOUR
DODGE SERVICE MAN



WESTPORT, CONNECTICUT



WALTER E. DITMARS, president of The Gray Manufacturing Company, Hartford, is shown receiving the first annual Patriotic Advertising Award from the Sons of the American Revolution, on the steps of Federal Hall Memorial in New York City. The award is being presented by Robert Pierce, president of the New York chapter of the S.A.R.

ederal Hall Memorial in New York City, Mr. Ditmars received the first annual Patriotic Advertising Award from the Sons of the American Revolution. The award was accompanied by a message from J. Edgar Hoover, delivered by Edgar Williams, Jr., president general of the National Society of S.A.R. Mr. Hoover wrote:

The fight against communism is a continuing fight. There simply cannot be any time for relaxation. Communism is an enemy which seeks to destroy our free form of Government. In a communist state, there would be no room for freedom of speech, religion or the press. A small clique of leaders would be in control. Our heritage of freedom, for which our forefathers fought, would be destroyed.

"This means that every freedom-loving American must rally to the cause. The fight is not one for the few, but for all. We can defeat Communism if we are alert to our responsibilities as citizens.

"I feel that your efforts in pointing out the threat of Communism are a most praiseworthy public service."

★ ★ ★

A NEW GRAB for horizontal handling of heavy steel coils that vary in width, using a minimum of aisle space, has been announced by Mansaver Industries, Inc., New Haven. According to the manufacturer, pick-up and re-



MUCH BETTER
to have one CLOSE



than far,
far
away!

YOUR SUPPLY OF
STANLEY STRIP
STEEL IS CLOSE!

Location is convenient—facilities complete. Stanley is always ready to provide cold-rolled strip steel of the finest quality—high-carbon, low-carbon or special alloy. Production is under the test-control of some of the finest laboratory equipment in the world. And Stanley service is dependable.

Let a Stanley engineer talk over your steel problems with you—no obligations, of course. When inquiring or ordering, please give full details as to dimensions, finish, temper and other specifications. It will help us give you our best possible service. Write Stanley Steel, 83N Burritt Street, New Britain, Connecticut.

STANLEY

The Stanley Works • New Britain, Conn.

STEEL • STEEL STRAPPING
TOOLS • ELECTRIC TOOLS • HARDWARE

Portable Partitions at The Hartford Times



Barney's Portable Partitions are a welcome innovation in the office layout at the Hartford Times. These partitions may be easily rearranged to accommodate changes in working conditions, with no interruption of work. Ask Barney's to show you how Portable Partitions can serve your needs.



Office Furniture—Factory Equipment
450 Front St. Phone JA 2-6221

lease are motor-operated, with remote control in the crane cab or by the floor man.

The new design is meant especially for the warehouse or convertor. The company also makes a heavier-duty unit for the constant high-speed requirements of steel mills.

★ ★ ★

CHARLES H. DONAHUE, JR., has been appointed assistant to the general sales manager and will direct advertising and sales promotion for the Gray Manufacturing Co., Hartford, it has been announced by Walter E. Ditmars, president.

In his new post Mr. Donahue will be responsible for the national advertising of both Gray and its subsidiary, Gray Research and Development, Inc., Manchester, and will work from Gray's New York City offices.

THE NATIONAL CONVENTION of the Standards Engineers Society held September 27, 28 and 29 at Hotel Statler, Hartford, was attended by some of the nation's leading engineers and administrators.

Robert P. Stacy, vice president in charge of administration of the Connecticut Light and Power Company, welcomed the national group. Mr. Stacy is also first vice president of the Connecticut Chamber of Commerce and chairman of the Connecticut Division of the New England Council.

The latest developments in applying standards to progress in industry, government and distribution were treated in a series of panel discussions by several speakers.

A highlight of the meeting was the presentation of awards to outstanding

engineers who have contributed to the development and use of standards.

★ ★ ★

A "SIGHT-SAVING" and vision improvement program for employees of Pitney-Bowes, Inc., Stamford, announced last Spring, went into effect recently on a plant-wide basis with nearly 1,000 factory-connected men and women wearing fitted plain or prescription safety glasses.

Completion of the project followed two earlier phases in which effected employees first had their vision measured and later were fitted for "plano" (non-prescription) or prescription safety glasses according to their need. Those requiring prescriptions were examined by their choice of optometrist or eye doctor. All other costs, including glasses, frames and fitting, were paid for by the company.

According to Fred T. Allen, vice president for manufacturing, the program stemmed from the success of an experiment started last year, when all workers in a test area were fitted with shatterproof glasses, resulting in an 87 per cent reduction in eye injuries in the isolated sections.

★ ★ ★

THE 1955-1956 PROGRAM of the Hartford Chapter, Society for Advancement of Management has recently been announced. All meetings of the group are held at the Bond Hotel in Hartford. The program from November through June has been outlined as follows:

November 17—John Gilbreth will serve as chairman of this meeting devoted to the subject "Management Development." The speaker will be Frank M. Ogle, consultant, Manager Development, General Electric Company, Ossining, New York.

December 8—Leon J. Dunn, Chairman. John S. Higgins, president, Whittet Higgins Co., Providence, Rhode Island, will speak on "A New Look at Industrial Relations."

January 19—S. A. Brown, Chairman. "Linear Programming" is the topic to be discussed by Harry T. Schwan, vice president, Methods Engineering Council, Pittsburgh, Pa.

February 16—Archibald Williams, Chairman. John Diebold, editor and associate publisher, Automatic Control, Reinhold Publishing Co., New York, will talk on "Automation—Recent Developments".

March 15—Ellsworth S. Grant, Chairman. Hiram S. Hall, consultant,

Profitable for business!

**STRAN-STEEL®
LONG-SPAN** } 50'
The all-steel buildings
designed to meet your needs } 60'
for longer life and lower maintenance



TOPMOST
BUILDING CO.
WEST GOSHEN • CONNECTICUT

STRAN-STEEL BUILDINGS ARE PRODUCTS OF THE GREAT LAKES STEEL CORPORATION,
A UNIT OF NATIONAL STEEL CORPORATION

Wallace Clark and Company, Inc., New York, will speak on "Incentives in Union Negotiations."

The April meeting will be in the form of "Student Night" and will be held at The University of Connecticut at a date to be announced later.

May 17—John J. Boyle, Chairman. "Clerical Work Measurement" is the topic to be discussed by Paul B. Mulligan of Paul B. Mulligan and Co., New York.

June 14—The annual business meeting is scheduled for this date, with a social hour at 6:30 P.M., dinner at 7:00 and a technical meeting at 8:00, followed by open discussion.

No Plate Glass Between You and Your Public

(Continued from page 13)

In the state's dignified building, with each booth freshly decorated with flowers supplied by the Connecticut Florists Association, each of the manufacturers unquestionably advanced his own cause. Together they brought credit to the state and increased the prestige of the manufacturing fraternity. Once again, the industry's wisdom and foresight in its initial financial help in building the state's prudential structure in West Springfield was emphatically affirmed. Because we have such a building, and because our alert manufacturers are taking advantage of it, there are more people today both in Connecticut and throughout New England who feel just a little friendlier to Connecticut industry.

Ten Years of Distinguished Leadership to the Physically Handicapped—1945-1955

(Continued from page 14)

tracing or changes in drawings. The Employment Service verified this with the school and with the Bureau of Vocational Rehabilitation. An immediate start was made to find work for the man in line with his training and within his physical capacities.

The man was placed as a detail draftsman with a prominent manufacturer. He is doing a job he likes and for which he has an aptitude. So far as the job is concerned, he is not handicapped.

With the increasing numbers of

★MEET Clankin' Hank!



A man of the world, Hank was made in 1893 from standard Billings drop forgings for the Colombian Exposition in Chicago. Since then he has clanked his way from Australia to Africa to Europe—a symbol of the backbone of Billings business!

Billings drop forging engineers and craftsmen have the equipment and skill to meet every forging requirement.



A brochure describing Hank's forged "bones" available free upon request.

NEED FORGINGS?

Write for BILLINGS FORGING BROCHURE

THE BILLINGS & SPENCER CO.
7 Laurel St., Hartford 1, Conn.

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company name _____

street address _____

city _____

state _____

BILLINGS®
QUALITY TOOLS AND FORGINGS SINCE 1880

A PART OF OUR FLEET OF TRUCKS
SERVING CONNECTICUT AND
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WYATT INC.

BUNKER "C" FUEL OIL
DIESEL OIL • LIGHT FUEL OIL
BITUMINOUS COAL
BY
STEAMER, BARGE, TRUCK OR RAIL

WYATT, INC.

NEW HAVEN, CONN.

TERMINALS • EAST & WATER STREETS • MAIN OFFICES • 157 CHURCH STREET
PHONE STATE 7-2175

physically handicapped who have received the benefit of every modern medical, surgical, psychological, vocational and social service, the work of the Connecticut committee is of utmost importance to all citizens of Connecticut.

It has been proven by factual records that the physically handicapped worker who is properly placed in suitable employment, produces in a very short time, many times the cost of rehabilitation and preparation for taking his or her place in the many employment activities in our state. In addition, the value of contributions to the civic, social, cultural, economic and other phases of community life is tremendous, and we doubt that their value can be estimated in terms of dollars and cents.

Ten years is a brief period in the life of a community or a state and that so much progress has been made in this time is due in large measure to the able leadership of the chairman of the Connecticut Committee for the Employment of the Physically Handicapped, Mr. John L. Connors, who has devoted so much of his time and effort these past ten years to this very worthwhile project. The accomplishments are particularly noteworthy since the Connecticut committee has worked entirely without financial support either public or private for these many years.

Connecticut At The Machine Tool Show

(Continued from page 11)

ret lathes, horizontal boring, milling and drilling machines and its well-known Mult-Au-Matic line of machines; The New Britain Gridley Machine Division, The New Britain Machine Co., exhibiting fifteen machines (see descriptive caption under photo); and the Pratt and Whitney Co., West Hartford, showing in its large display samples of its widely diversified line of machine tools. Connecticut Industry regrets that only the last three mentioned companies have made available sample photos of portions of their exhibits which could be included in this brief report of the Machine Tool Show and Connecticut's part in it.



PART of the 5400 square foot area assigned to The Bullard Company, Bridgeport, at the National Machine Tool Builders Show in Chicago. The company displayed their 76" Cut Master Vertical Turret Lathe, Model 75; 26" Man-Au-Trol Vertical Turret Lathe, Model 75; a 3" and 5" Horizontal Boring, Milling and Drilling Machine, Model 75; and a 10" 12 spindle and 14" 8 spindle Type "L" Multi-Au-Matic.



Talking Beats Walking!

It is remarkable how speaking over a DuKane office and plant paging system gets things done at once. No rushing to and fro. Makes your administrative job much easier.

DuKANE
SOUND SYSTEMS



for OFFICE and PLANT PAGING
Let us show you how a DuKane console or rack and panel model can accommodate from 15 to 180 rooms. Ask for a free demonstration of these UL approved units.

DuKANE FLEXIFONE INTERCOMS
One company (name on request) saved \$6,000 annually in time-keeping and production control alone, with Flexifone Intercom. Why walk? Just point your finger and talk! For a cost-free demonstration, write.

TEL-RAD INC.
Flexifone Sales of Conn.
274 Farmington Ave.,
Tel. Hartford: JA 5-0877

PLEASE SEND INFORMATION ON DUKANE SOUND SYSTEMS TO:
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Company _____
Address _____

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Designers and Manufacturers

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Gages

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Precision Form Grinding
Planing, Boring, Turning
Cincinnati, Lucas and Bullard
Machines

We build Special Machinery
and Parts

Welded Fabrications
We will do your Stampings and
Spot Welding
Progressive — Swaging
Broaching — Drawing
Short Runs — Long Runs

THE
SWAN TOOL & MACHINE CO.
30 Bartholomew Avenue
HARTFORD 6, CONNECTICUT

**WHAT CONNECTICUT MAKES
MAKES CONNECTICUT**

Manufacturers of
DRY PRESS
(STANDARD ITEMS)

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SPECIAL SHAPES
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**An Industrial Engineer
Evaluates Aid to Turkey**

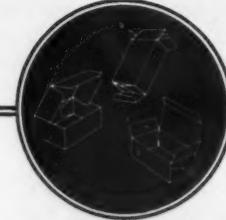
(Continued from page 27)

factory told me that he has increased his output eight-fold in the last twenty years and is now planning another expansion that will double his capacity.

This is only one example. Many similar examples could be given in the glass industry, leather, coal, iron, textiles, machine building, foundries, transportation, electricity, and all other basic industries and services.

Probably the outstanding factor in Turkey today is the genuine love and high regard that the Turk has for the American. This genuine feeling of good will and fellowship exists from the highest education group down to the peasant. Why this feeling exists I really can't say. You might say that it was due to the fact that we have given them a lot of our hard earned dollars in the form of foreign aid. This is not true. Only last June we turned down their request for foreign aid and when we did this they did not threaten to disband their army. The fact is that Turkey has probably received the least of any of our major allies and yet when we, through the United Nations, asked them for soldiers for Korea they sent not only soldiers, but sent their best ones as the record shows. This is in direct contrast to some of our allies who had many excuses but few men with guns. You might say that Turkey needs us in the event of war. In the first place I think that this is a mutual feeling and secondly from looking at a map you can see why we are interested in Turkey from a military point of view.

I think that the reason that we Americans are so well liked in Turkey today is the direct result of our inviting young Turkish students to this country to receive their higher formal education. In the late thirties and also in the forties we had many young Turks both in our universities and after completing their formal education, working in our factories. Today we are reaping the harvest of this far sighted educational program. The young men who were here fifteen years ago are today in their late thirties or early forties and are the current coming group of factory managers and government officials. We have still not felt the maximum impact from this program. I feel that it will probably be another five or ten years before we realize the full benefits. Let us continue to invite foreign students



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to our universities. I feel that this is the most economical way to bring about world understanding along with the introduction of our American ideals and customs.

A New Focus On Executive Training

(Continued from page 29)

the decision to change and the direction of change is up to them.

Paradoxically, many of those who really want to profit find themselves blocked by feelings, fears, and anxieties from experiencing the deeper impact of the training process. These "defenses" keep them from making the kind of progress which they so earnestly desire.

Every one of us utilizes defenses, usually those with which we feel most comfortable. We use different ones at different times, and in various combinations and proportions, some more effectively and appropriately than others. Each person's particular pattern of defenses largely characterizes his personality.

It is rather easy to see some of the more familiar defenses in others, but very difficult to recognize them in ourselves: the "sour grapes" attitude ("we didn't want this contract, anyhow"); the displacement of hostility on an inappropriate person (arguing with one's wife when really feeling angry at the boss); the blaming of equipment for poor personal performance; the flight into fantasy "when I am in charge of this department, things will be different!"). Some of us are great rationalizers; some of us take our troubles out on our subordinates; some of us see no faults in ourselves, but only in others; some of us develop bodily symptoms which have no organic basis. In any event, it is important to realize that we are not always conscious of the true motivation of all of our actions; too often, we are blissfully ignorant of the needs and fears which make us act as we do.

The training process focuses, in part, on the identification of those defenses that interfere with effective personal functioning in the work setting. But while some participants are able to achieve insight into how they act and react, others markedly resist this process and rigidly adhere to their original views of themselves and the world around them.

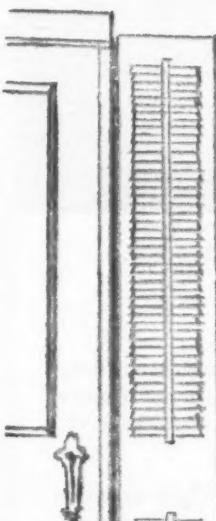
In the course of our experience, we have learned to identify some expressions which we think reflect typical resistances to this type of training.² Although any or all of these feelings may have some rational basis, the participants commonly fail to examine their validity and prefer to hold to their notions of what they are and how they are seen by others. Among the common phrases through which these feelings of

resistance are expressed are:

1. "You can't change human nature"—This assumes that our personalities are fixed, that we are born to be

² Jack R. Gibb, who conducts leadership training programs at the University of Colorado, has recently described a similar set of expressions which serve his trainees as defenses against real or imagined threats to their self-concepts. See J. R. Gibb and Lorraine M. Gibb, *Applied Group Dynamics: A Laboratory Manual for Group Training in Human Relations Skill*, 1953, 181 pp. (mimeo).

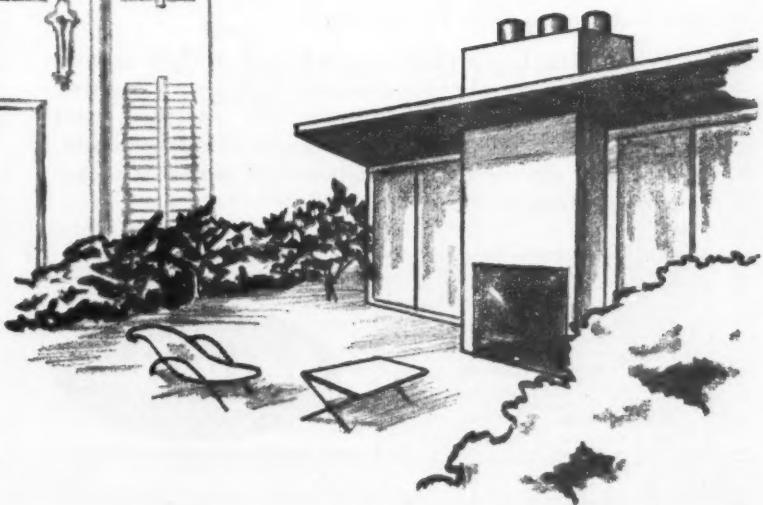
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stubborn, talkative, honest, treacherous, late for work, or leaders of men. If we believe this, then training can accomplish nothing. There is no point in getting involved in something which is bound to have little, if any, impact.

2. "I know myself better than anyone else ever will!" This person cannot accept the idea that hidden or unconscious drives and motives do exist. His best defenses for dealing with his un-

known self—his proven tactics for avoiding possible exposure—are denial and rationalization.

3. "If there is one thing I know, it's how to deal with people." This person may readily admit lack of knowledge about the technical aspects of his job, but his self-picture does not permit weakness in the human relations department. He may believe strongly in himself and come to the training to be approved "as is." He often claims knowl-

edge of how to handle a situation, and doesn't hesitate to tell someone else what to do. Prevented from getting evidence which might be contradictory to his expressed feelings of adequacy, he avoids testing the reality of whatever fears he has with reference to his abilities to relate to people.

4. "We are here to learn about human relations. You are the expert—so give us the answers." Behind this attitude lies the more customary school experience which utilizes lectures, case materials, tests, and the like. Most people have learned to expect this type of activity whenever they take a course; moreover, experience with books and newspaper columns has taught them to look for specific answers, for rules and gimmicks to solve their human relations problems. Thus, they wish to submit to the trainer's authority, yet at the same time refuse to accept his caution that they will find answers only by participating in a dynamic group process.

5. "Let's stop getting personal—let's be mature and look at the facts." The person who holds this belief does not like to deal with emotions, feelings, and perceptions. He thinks it unnecessary, if not outright dangerous. To him, every situation calls for a rational principle—the problem is to find the principle that applies. Demanding "the facts" in each instance, he refuses to accept emotions, feelings, and perceptions as facts.

6. "What do you expect us to do—psychoanalyze everybody?" This question reflects a major misunderstanding about the training process. At no time is it recommended that the "open yourself" atmosphere of the training process be transferred into day-to-day business operations. On the contrary, it is the unique motive of the training process which permits people to "see more and better" so that they can then react more effectively to the demands of their daily interpersonal contacts.

7. "I think this is great—I'm learning a lot by sitting back and watching all the others." This individual is convinced that there is something to the training process, but does not wish to get involved. By not participating, he avoids exposing himself. Thus he decreases his potential learning experience.

8. "We run a business, not a nursery school." This attitude implies that the training encourages impractical, time-consuming, and unrealistic supervisory practices. The trainee assumes that



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knowing the technical and administrative features of a job are sufficient; he believes that the way to solve problems in human relations is either to avoid them or to discipline those with whom he has difficulties. He fails to admit the possibility that his poor record in interpersonal relations may have its roots in his own behavior and is likely to cite the ample supply of labor as his main reason for not fooling with "employees who won't do their jobs."

9. "I don't know what you are doing to us, but I don't like it." Behind this expression is a fear that the person's individuality will be lost, that his initiative will disappear, and that his abilities will be attacked and his weaknesses magnified. He thinks that sensitivity training is an attempt at indoctrination over which he has no control. He does not realize that the training process is largely of the group's own making—that what is done is largely a function of what the group wants to do and how it wants to do it. The possibility that individuality is encouraged and enhanced by this type of experience through increasing realistic understanding is not admitted.

Evaluating the Training Results

Sensitivity training must be evaluated in terms of aims, methods and achievements. Ideally, this process should consist of three phases. First, a potential trainee should be appraised by his superiors, peers, subordinates, and himself prior to training. Second, his performance in training should be assessed by the trainers, the group members, and himself. Finally, he should be evaluated again by his superiors, peers, subordinates, and himself, some time after the training is completed.

The criteria of evaluation are likely to vary for each evaluator and for each situation. On the job, the trainee's superiors may stress the productivity of his work-groups, their morale, turnover, and similar factors. His peers may look for cooperation and friendliness. His subordinates may be more interested in understanding, acceptance of their frailties, or involvement in decision-making. He, himself, may be most concerned with his ability to handle day-to-day tasks, to keep production up, to deal with arguments and "hurt" feelings when they occur, and to avoid being "called-down" by his superiors.

In the training situation, the trainers may value greater insights into defenses, more realistic perception of

others, understanding of communication processes, or newly-found awareness of the forces operating in a group. Fellow participants may stress willingness to understand and listen to others, effectiveness in role-playing, recognition of the impact on a discussion or efforts to help the progress of his group to achieve its goals. He, himself, may most wish to develop feelings of confidence and security, to improve his

ability to handle tough situations, to gain skills in interviewing and listening, and to experience relief from some of the tensions and anxieties with which he feels himself saddled.

Self-assessment First Result of Training

After the training, each group is apt to look for changes in the trainee's
(Concluded on page 76)

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TRANSPORTATION

By EDWARD M. MAMULSKI

Traffic Manager

The 28300 Scale of Rates

THE rail carriers in the Western and Southwestern territories petitioned the Interstate Commerce Commission for further hearings, reconsideration and modification of the 28300 scale of rates. These carriers requested the Commission to investigate the entire 28300 scale of rates which now applies to all of the territory in the United States that lies east of the Rocky Mountains. The carriers contend that they have new evidence which will demonstrate the 28300 scale of rates does not meet ac-

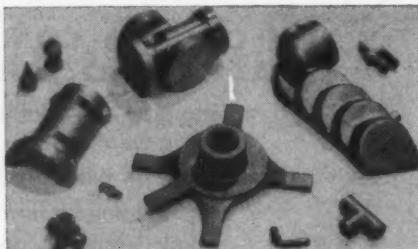
cepted standards of reasonableness and that the commission specifically excluded the relationship of exception and commodity rates in the 28300 hearings. They further contend that this scale of rates has been in effect for over three years and if the carriers are required to reduce the exception and commodity rates to the class rate basis of rates, they would lose over \$22½ million dollars in revenue. The carriers claim the class rates for the longer distances are unduly low and below out of pocket costs in many instances. The carriers also claim the commission did not consider the impact

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of such losses and if granted a further hearing they will present new evidence to that effect.

Intercoastal Trailerships Contemplated

The American-Hawaiian Steamship Company filed an application with the Maritime Administration for mortgage insurance in connection with the contemplated construction of 10 trailerships. These ships are to operate on a twice weekly basis in intercoastal trade between New York, N. Y., and the west coast ports of Los Angeles, San Francisco, Astoria, Ore., and Seattle, Wash. If the mortgage insurance is approved by the Maritime Administration, the steamship operators estimate that it will take about 18 months to provide the new service.

Each trailership will accommodate 570 truck trailers and the estimated cost per ship is \$11.5 million. The trailerships will be about 732 feet long, 97 feet wide, weigh about 13,170 deadweight tons, and capable of a speed of 18 knots per hour. The cruising radius will be approximately 16,700 miles. The steamship company representatives estimate that over a 20 year period the gross income from operating these ships will be one billion dollars.

Motor Carrier Rate Changes Proposed in Central Territory

The Central States Motor Freight Bureau set for public hearing on September 14, at Chicago, Ill., more than 150 rate proposals. Some of these proposals involve the adjustment of commodity rates, a general revision of class rates by cancelling the present standard class rate tariffs, changes in the minimum charges for each shipment, changes in the C.O.D. fees, and changes in the pickup and delivery rules.

The truckload commodity rates for all articles except iron or steel articles are to be no lower than the rates that are published for competitive rail carriers.

The bureau plans to cancel the present class rate tariffs and proposes, with some modifications, a new rate scale based on the 28300 scale of rates. As for example, they plan to provide new rate groupings for distances of less than 40 miles.

On shipments weighing less than 5,000 pounds the following differentials in cents per one hundred pounds above the 28300 scale of rates are proposed: under 300 pounds 80¢; 300 to

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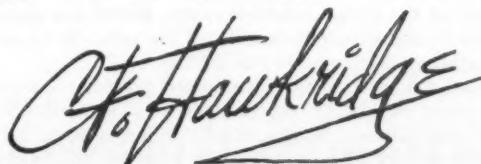
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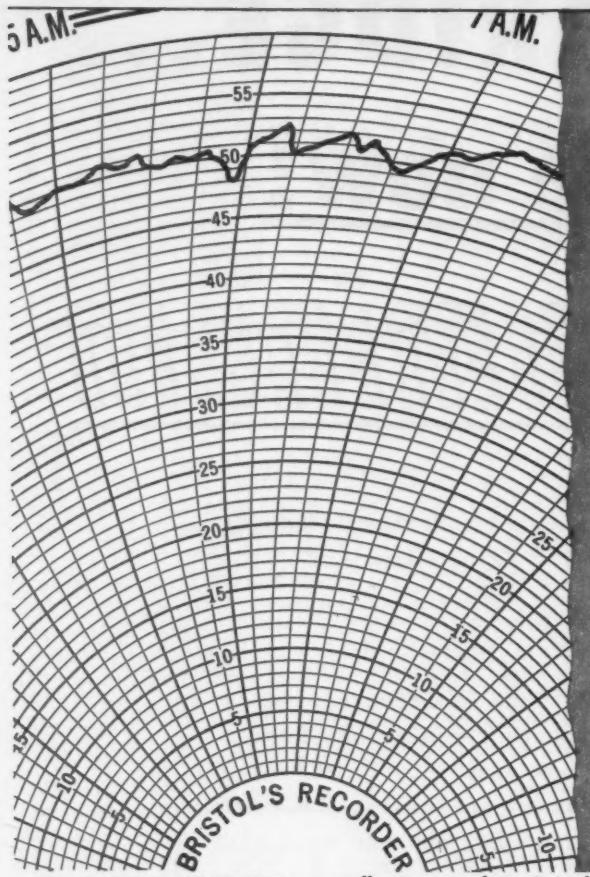
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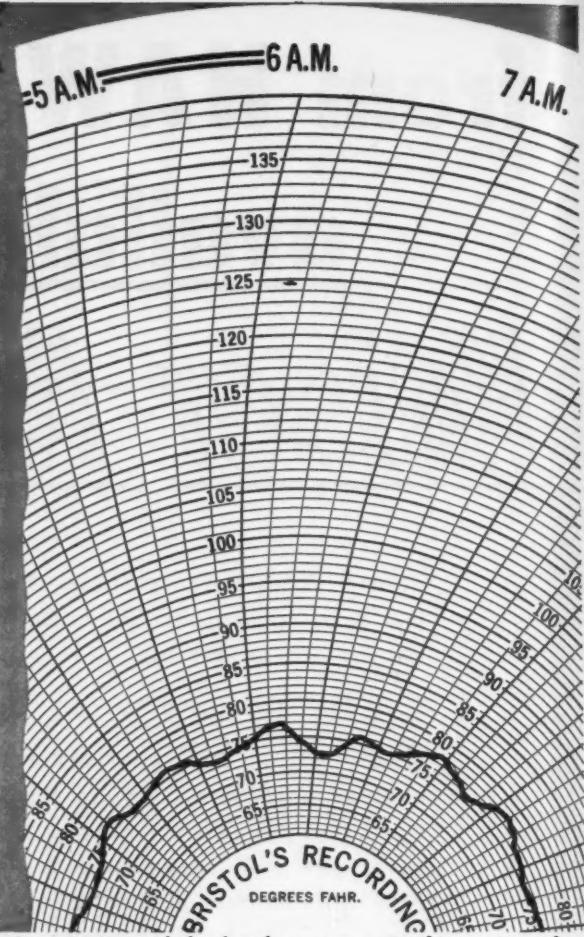
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600 pounds 40¢; 600 to 1,000 pounds 25¢; 1,000 to 5,000 pounds 20¢.

However on shipments weighing over 5,000 pounds, the bureau plans to establish the 28300 scale, including the Ex Parte No. 175 increases of 15% for all rate bases from 40 through 800.

New York Air Travel Survey

The Port of New York Authority conducted a survey for a three week period, in September of 1954, and recently made public some of the interesting data they received from about 8,000 questionnaires that were returned by air passengers traveling on domestic scheduled flights from airports in the greater New York area. This survey revealed that 60% of the passengers were traveling on business, 25% on vacations, and 15% on various personal missions. More than four-fifths of the passengers traveled first class and half of the passengers with incomes of less than \$3,000 likewise traveled first class. Of those passengers who traveled on business, 87% traveled first class and 13% traveled air coach. About three fourths of the air passengers are men between the ages of 25 and 45. Furthermore, one-half of the passengers listed a family income of over \$10,000 annually.

The Art of Togetherness

(Continued from page 25)

as harmonious an atmosphere. It is more the spirit than the act. It is a Management who respects and appreciates the employees; a top Management who walks through the plant with a genuine smile; a management negotiating team that faces and disseminates facts and not prejudices.

The next great forward step in Management - employee communications will be verbal. Industry spends millions to get their salesmen face to face with the prospect, and yet it carefully avoids using the same effective sales tool in giving employees a chance to buy the program and sincerity of the employer. Employees do not believe Management will look them in the eye and tell a lie. They might believe they would have one written by the Legal or Public Relations Department. Industry is a political organization as well as economic. Employees act on what they believe, not on what management believes. Facts only affect employee behaviour when the employee believes them. Management is

missing the most effective means of communication in failing to talk face to face with their employee groups. The Union doesn't make the same mistake.

If Management is to rise to new heights of industrial leadership, then it must accept the philosophy that Management shares an equal responsibility between employees and stockholders. This leadership must motivate the employees, not publish rules to govern them. "Man is a spirit temporarily using a body for means of self-expression." If he is productive it is

because of a productive spirit. If he is non-productive it is because of an unproductive spirit. Employees strike in their minds before they strike in their bodies.

Industry is controlled by the law of reciprocal action just as any other part of creation. Sow wheat, get wheat. Sow loyalty, cooperation, intelligent leadership in the fertile minds of the employees, and get the same multiplied in kind. Have honest cultivation, the faith and patience to wait for it. This is the art of togetherness.

96 YEARS

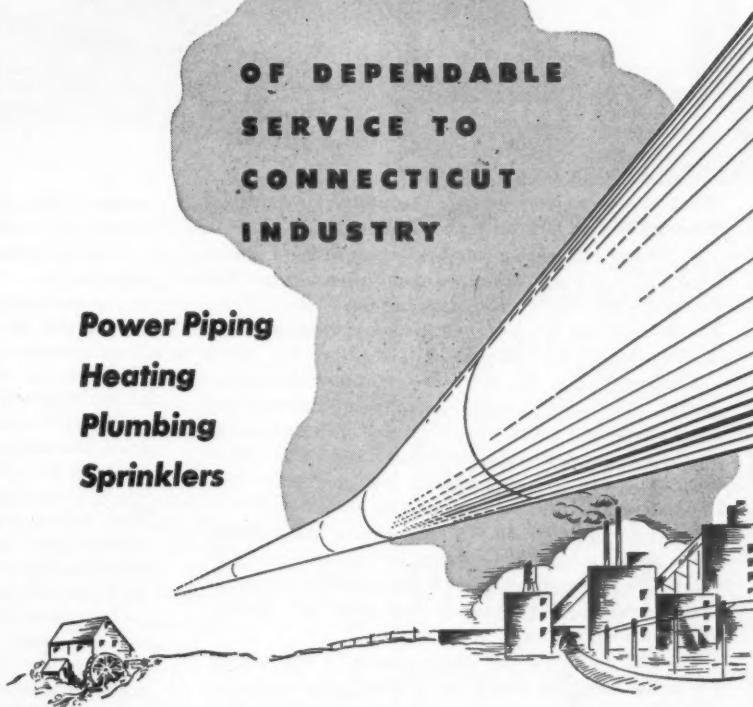
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Time after time, the girls were cautioned to be more careful. The store's safety committee examined the stairs again and again, but could find no explanation. As the Company carrying the store's insurance, *Aetna* was concerned by the problem, and an *Aetna* Loss Prevention Engineer was assigned to the case.

Experienced in eliminating both human and mechanical causes of accidents, he went over the staircase carefully. The lighting was good. The treads and handrails seemed perfect. The landing was wide and covered with a non-slip surface.

Then he noticed a full-length mirror on the landing where the salesgirls could check their grooming after leaving a nearby washroom. "Let's get rid of that

mirror," he said. "The ladies won't like it, but maybe they'll watch their feet instead of their faces." Simple — but it worked. The falls stopped. The case was solved.

You probably will never face just this problem. But the chances are there will be many occasions when the broad experience, specialized training and objective viewpoint of *Aetna* Loss Prevention Engineers can prove invaluable to you.

Expert in mechanical, construction, chemical, electrical and automotive safety, 225 *Aetna* Engineers have built an enviable record of spotting and eliminating out-of-the-ordinary hazards. But they don't stop there. They reduce human causes of accidents, too, with an outstandingly successful arsenal of educational aids — including full-color motion pictures, posters, manuals, booklets, action displays and demonstrations.

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PUBLIC RELATIONS

BY A. F. KACYNISKI

Public Relations Director

CONNECTICUT has 63 weekly newspapers with a combined circulation of about 146,000. For some the circulation may be very small while others have circulations in the thousands. Singly or put together these weeklies stimulate the thinking and motivate the action of many people.

Everyone, in a sense, lives in two circles—one being small and the other a large circle. His small circle of environment would include his family, his neighbors and a small group that he has chosen to be his friends. He is also a resident of Connecticut and a member of the whole society of America. The weekly newspaper is a part of his life too.

The staff of the average weekly newspaper is small. In most cases it is fewer than ten. It usually includes the owner, who may be the publisher, editor, printing foreman and advertising salesman. A good guess is that there is not a millionaire among them, still every weekly represents a worthy amount of capital in its town. Its editors are not anonymous as may appear. In your town he may be the president of the chamber of commerce. He may have held a high elective office. He is probably a member of a service club and may even be the president of your social club.

The small community exists today even though, for a time, people flowed to the city. This was a response to industrial evolution that built big cities. However, the small community remains with its own interests, prides and headaches. The weekly newspaper has its home in such a community.

To remain alive the weekly newspaper knows that its strength lies in getting itself read. It must enjoy what is called "freedom of the press," and it must be self-supporting financially. It must realize its social responsibility to the community, withstand pressures

and behave in the interest of the community.

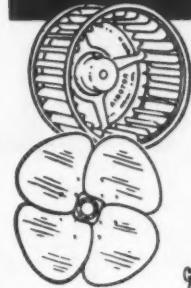
It is interested in politics but not to the extent that it will lose itself in severe controversy. It prefers to remain the communicating medium between the citizen and the government. It is interested in improving health and living standards, protecting natural resources, promoting local industries and enhancing all neighborhood qualities.

Above all, the weekly newspaper is thirsty for news. What is local news may be hard to define. It is and it is not what happens on the other side of the world. If something happens thousands of miles away, it will be news if the event vitally affects the lives in that community. In that case the editor will try to show the relationship to the community. The weekly will not, however, avoid mention of a flood or the illness of the president.

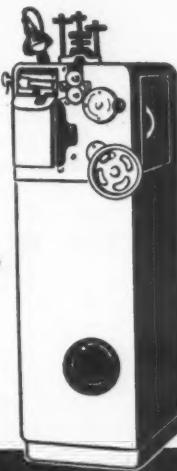
The weekly newspaper is interested in events that have effect on the economical and social life of the community. The paper asks, how are community institutions affected? What local families and individuals have been caught up in the event? Answers to these questions make local news.

A good weekly caters to the every day interests of its readers in addition to satisfying their curiosity about unexpected local happenings and "big" local events. The weekly still gives prominent space to bettering conditions, to the weather, to the farmer, the businessman and the manufacturer and it will try to relate the significance of the event to the economy of the community. It tells of unexpected happenings, why the town is digging up the street, what progress is being made in the construction of the new school, the new addition to the factory and what the factory is doing to be a good neighbor.

(Concluded on page 76)



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Work Measurement

PRODUCTION and quality standards in any office have many advantages for both employer and employee. The following are key points to consider if a work measurement program is being contemplated by management:

Advantages for the Company

1. A work measurement program raises the general efficiency of the office. It not only reduces the labor force, but by so doing reduces the number of office machines.

2. A work measurement program

and incentives for improved performance reduces supervision of employees. They waste less time talking and ask the supervisor for more work when they have finished with their assignments.

3. Such a program provides a consistent and defensible policy for granting merit increases and promotions.

4. The production statistics, which are an outgrowth of the work measurement program, are valuable to the office administrator in watching the trends of volume of work in the office, in justifying his labor costs or in

detecting reductions in work volume which point the way to a reduced working force.

Advantages to the Employee

1. Wage increases are given in proportion to endeavor and only to those who deserve them.

2. Promotions are given only to those who deserve them.

3. Any fear of personal bias of supervisors is eliminated, for an employee knows that his record speaks for itself.

4. Such a program provides an incentive for the worker to find easier ways to do the work.

5. A work measurement program spurs management to find and eliminate bottlenecks in the flow of work which aggravate employees.

6. Through specialization and through the development of a consistent work pace, rhythmic motions are developed by the employees which are less tiring. Employees must be shown that such a program is not a scheme for driving them beyond the limits of their capabilities, nor to push those who are already doing a fair day's work, instead, it is a means of eliminating waste time so that all employees will turn out a fair or average day's work.



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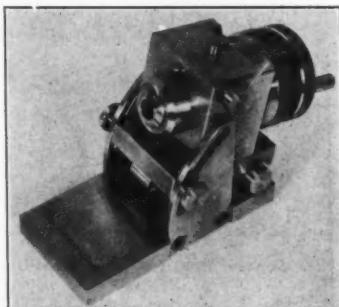
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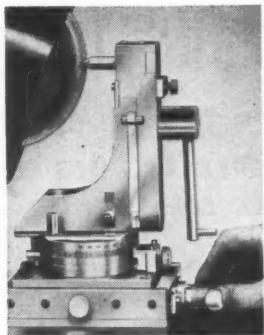
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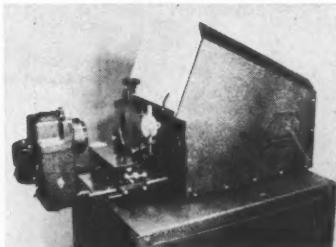
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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

In August the Connecticut index of general business activity declined to an estimated 12 per cent above normal due principally to the devastating floods which swamped the northeastern section of the Country. The United States index of industrial activity, meanwhile, remained unchanged at an estimated 13 per cent above normal.

Latest available estimates by State officials placed Connecticut flood damage to industrial, residential, utility, business, public and other properties at over \$150,000,000. Some of the effects on the over-all economy of the

State are covered on the following pages.

Industry Hard Hit

Manufacturing, especially in the heavily industrialized Naugatuck Valley, was the hardest hit segment of the State's economy. The following table lists industrial damages in cities which suffered greatest, based on estimates by some 400 affected manufacturing firms to the State Development Commission and the State Labor Department. Losses to all reporting firms totalled over \$70 million.

Estimated Industrial Flood Losses

Waterbury	\$14,260,000
Naugatuck	10,520,000
Ansonia	7,480,000
Torrington	7,100,000
Winsted	4,860,000
Thomaston	3,520,000
Thompson	3,120,000
Derby	2,130,000
Seymour	2,120,000
Putnam	2,000,000

About one third of the Nation's brass mill production, mainly centered in Connecticut, was knocked out temporarily. Less than one month later half this production had been restored. Recovery in other industries is also proceeding at a rapid pace.

Federal funds have been made available for repair or replacement loans to factories, and the Office of Defense Mobilization has ordered that new contracts be given, where possible, to companies in the stricken areas.

Freight Shipments

In August freight shipments declined sharply to 22 per cent below normal. This resulted from both the flood and settlement of the strike in the trucking industry.

The New Haven Railroad reported an estimated \$10 million in flood damages, including heavy losses to the important Naugatuck Valley industrial line.

Unemployment

The number of claimants for unemployment benefits in Connecticut rose sharply during the week follow-

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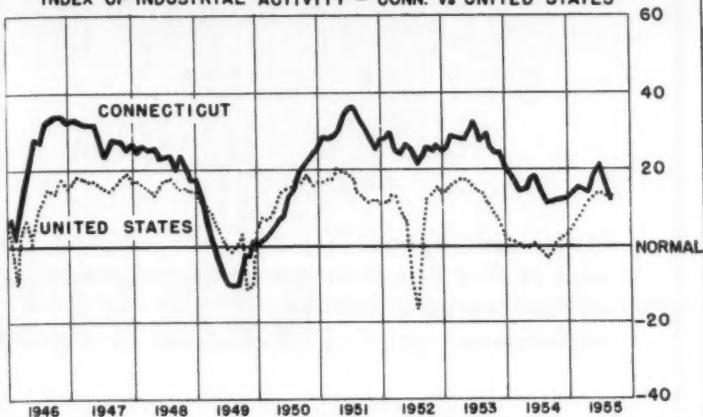
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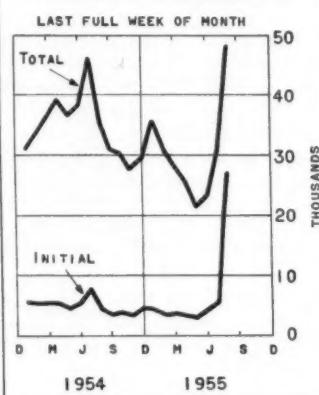
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INDEX OF INDUSTRIAL ACTIVITY - CONN. vs UNITED STATES



CLAIMS FOR UNEMPLOYMENT BENEFITS IN CONN.



ing the flood. Initial claims which had been running about 2,500 jumped to 27,500 bringing the total on file up to 49,000. Three weeks after the flood initial claims were back to normal and the total number of claimants had been reduced substantially to 29,000.

The State Department of Labor reports that the Waterbury-Naugatuck area led with 11,000 of the initial claims made by workers whose jobs were affected by the flood. Ansonia followed with 5,000. Torrington, Putnam and Winsted were the other hardest hit areas with 3,400, 1,800 and 1,200, respectively.

Employment

Connecticut non-agricultural employment rose somewhat in August to 861,000. This figure, however, is based on mid-month and therefore does not reflect flood conditions.

More recent estimates show that the

flood temporarily put 70,000 workers out of jobs. About half returned to work by the middle of the first week and 10,000 more during the second week. It is estimated that only 12,000 were idle one month after the flood.

Construction

The record high level of building construction in evidence since mid-1954 will be further supported by the work necessary to replace both residential and non-residential buildings destroyed in the flood.

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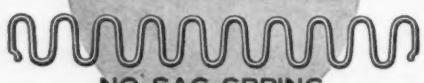
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BUSINESS TIPS

from

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By J. B. QUINN

WHEN it comes to the purchase of capital equipment, and hence of most automation devices, many concerns have relegated the Purchasing Department to a minor, if not a non-contributing, position. Major equipment purchases are often considered to be the exclusive province of some top executive with an engineering background, while the Purchasing Manager buys production materials, general operating supplies, and the minor brick-a-brick that the concern consumes. The argument most often advanced in behalf of this division of buying responsibility is the Purchasing Manager's lack of technical background.

While it is quite probable that a technically qualified executive should make the final decision on the purchase of highly complex automatic devices, the effectiveness and facility of this decision may often be greatly enhanced by his utilization of the Purchasing Manager's knowledge of ven-

dor services, of alternative sources of equipment and installation services, and of the cost and availability of the various materials to be processed or consumed by the new equipment. No other man in the concern can hope to approach the properly functioning Purchasing Manager's broad knowledge of vendor products and services.

Too often, however, major equipment is purchased without taking advantage of the experience of the Purchasing Manager. Three typical cases may be cited of the often disastrous consequences of this kind of policy. (1) A firm equipped an entire department to process a simple part. It was later discovered that the cost of making the part was \$300,000 per year more than the cost at which it could have been purchased (at better tolerances) from a vendor. The equipment executive had never seriously considered the possibility of buying the part instead of making it.

(2) A firm installed the most efficient



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equipment available for a complex fabrication job at a cost of \$250,000 only to find that preprocessed materials of the desired specifications could not be obtained in the quantities demanded by the new equipment because of the restricted output of vendor plants. Meanwhile the Purchasing Manager, who had not been informed of the na-

ture and extent of the installation, was dealing with representatives of some of these plants daily. (3) Automatic packaging equipment was developed within a large concern at a cost of over \$100,000 while commercial equipment doing the same job was available for \$25,000. Again the equipment executive had not given adequate con-

sideration to purchase possibilities.

In none of these cases did the top level engineer executive, who made the decision to invest, consult the Purchasing Manager. If the latter had been contacted at the proper moment, he could have prevented the loss by a few quick telephone calls. But these top executives were used to thinking of their Purchasing Managers as clerks. In so thinking, they were depriving themselves of a valuable source of information on the complex equipment purchase problem.

In a well balanced organization, what part should the Purchasing Department play in the major equipment decision?

Purchasing's Contribution

(1) Ordinarily the Purchasing Manager (or a delegated buyer) should interview all equipment salesmen before they see other company personnel. Major equipment is of such importance that the interviewing of these salesmen should be the function of the Purchasing Manager in all but the largest companies. The Purchasing Department would then be in a position to minimize the inroads made on the time of the executive staff by sales interviews. It could "screen out" salesmen whose products have current utility. (2) In order to do an adequate job of screening, the Purchasing Manager should be expected to keep himself familiar with the production operation by occasional plant tours and by actively seeking information on management's plans. (3) If the major equipment executive is not impressed by a device which the Purchasing Manager feels to be desirable, the Purchasing Manager should not let the matter rest. He should follow up the salesman's interview and do his best to "sell" management on equipment which he believes will be beneficial to the company. By making positive, properly supported, recommendations to management, he will make maximum use of his talents in this important matter of "pooled judgment" and his status in the major equipment decision will be enhanced. (4) Whenever a major equipment requisition is received, the Purchasing Manager should make a routine investigation to insure that all Purchasing facets are covered. He should always ascertain whether all available equipment of the desired type has been considered before the final decision on brand and vendor is made. He should be certain

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that all materials to be consumed by the new device are available at or near the prices estimated by management and that vendors can meet the expected specifications. As a routine matter he can often make a useful comparison of the total cost of making a part or assembly versus that of buying it from a vendor. (5) The Purchasing Manager should join in new equipment discussions at as early a stage as possible. In all cases he should attempt to balance specifications and cost to achieve highest value.

Management Cooperation

The effectiveness of the Purchasing Manager's performance of the above duties will, of course, be dependent primarily upon his own personality and the cooperation he obtains from management. The following statements present a few of the many ways in which management may help itself to realize the full contribution of Purchasing in the major equipment decision. (1) Management should encourage the Purchasing Manager to be more than just a buyer, to make recommendations, and to provide a liaison function between the company and the progressive concerns developing or selling new equipment. (2) The Purchasing Manager should be invited into all preliminary discussions about new equipment. (3) Once the general investigation of equipment begins, Management can specifically request recommendations on vendors and "value analysis" reports from Purchasing on generally available equipment. (4) Management can endorse a policy of "pre-screening" of all ven-

dors by Purchasing. In this fashion the Purchasing Manager can (a) prevent back door selling of lower echelon personnel, (b) have maximum knowledge of the current equipment interests of the company, and (c) actively inquire about equipment to *solve current* problems.

Conclusion

In the forthcoming period of heightened competition brought about

by automatic devices the major equipment decision may well emerge as the most crucial realm of the management prerogative. In these trying times an understanding of the potential services which may be available from the Purchasing Department and a correct utilization of these services by management may often mean the difference between the success and failure of a sizable equipment investment, if not between the life and death of the concern.

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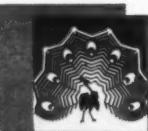
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Montville Bristol	B Schwanda & Sons G E Prentice Mfg Co The	B F Goodrich Sponge Products Division
Boxes—Paper—Folding	Hawie Mfg Co The	Shelton
National Folding Box Co Inc	North & Judd Manufacturing Co	Carpet Cushion
New Haven and Versailles	Patent Button Co The	B F Goodrich Sponge Products Division
New Haven Board and Carton Co The	Risdon Manufacturing Co John	
Robertson Paper Box Co	Div	
Warner Bros Co The	United States Rubber Company	
Boxes—Paper—Setup	Shoe Hardware Division	
Box Shop Inc The Bridgeport Paper Box Co Heminy Corporation The	Buffing & Polishing Compositions	Carpets and Rugs
Bridgeport Waterbury	Apothecaries Hall Co	Bigelow-Sanford Carpet Co
H J Mills Inc	Lea Mfg Co	Thompsonville
Strouse Adler Company The	Plume & Atwood Mfg Co The (kerosene oil lighting)	Casters
Warner Bros Co The	Burners	Bassick Company The (Industrial and General)
Brake Cables	Peabody Engineering Corporation	Bridgeport
Eis Manufacturing Co	Peabody Engineering Corporation (Combined)	Casters—Industrial
Brake Linings	Peabody Engineering Corporation (Combined)	George P Clark Co
Raybestos Division of Raybestos-Manhattan Inc (Automotive and Industrial)	Burners—Automatic	Windsor Locks
Russell Mfg Co The	Peabody Engineering Corporation (Combined)	
Brake Service Parts	Burners—Coal and Oil	
Eis Manufacturing Co	Peabody Engineering Corporation (Combined)	
Brail—Elastic & Non-elastic	Burners—Gas	
Essex Mills Inc	Peabody Engineering Corporation (Combined)	
Brass & Bronze	Burners—Gas and Oil	
American Brass Co The (sheet, wire, rods, tubes)	Peabody Engineering Corporation (For Gas and Oil)	
Waterbury	Burners—Refinery	
Bridgeport Brass Company (sheet, rod, wire and tubing)	Abbott Ball Co The (Burnishing Barrels and Burnishing Media)	
Bridgeport	Burns	
Bristol Brass Corp The (sheet, wire, rods)	Pratt & Whitney Div Niles-Bement-Pond Co	
Bristol	Distribution Assemblies Department, General	
Chase Brass & Copper Co	Electric Co	
Waterbury	Buttons	
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	B Schwanda & Sons	Staffordville
Meriden	Frank Parizek Manufacturing Co The Putnam	Kensington
Plume & Atwood Mfg Co The (sheet, wire, rod)	Patent Button Co The	Bridgeport
Thomasaston	Scovill Manufacturing Company (Uniform and	West Chester
Scovill Manufacturing Company	Tack Fasteners)	Meriden
Waterbury 91	Waterbury 91	
Seymour Mfg Co The (strip, sheet & wire)	Waterbury Companies Inc (Uniform and Fancy Dress)	
Seymour	Buttons	
Tinsheet Metals Co The (sheets and rolls)	Charles Parker Co The (medicine)	Meriden
Waterbury	Cabinets	
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip)	Hartford Builders Finish Co	Hartford
New Haven	Cabinet Work	
Brass & Bronze Ingot Metal	Rockbestos Products Corp	New Haven
Mitchell Smelting & Refining Co Inc	Cable—Asbestos Insulated	
Botsford	General Electric Company	Bridgeport
Plume & Atwood Mfg Co The	Cable—BX Armored	
Whipple and Choate Company The	General Electric Company	Bridgeport
Thomaston	Cable—Nonmetallic Sheathed	
Bridgeport	General Electric Company	Bridgeport
Brass, Bronze, Aluminum Castings	Cable—Service Entrance	
Charles Parker Company The	General Electric Company	Bridgeport
Meriden		
Stamford Casting Company Inc		
Victors Brass Foundry Inc		
Brass Goods		
American Brass Company The		
Waterbury		
Plume & Atwood Mfg Co The (to order)		
Waterbury		
Rostand Mfg Co The (Ecclesiastical Brass Wares)		
Milford		
Scovill Manufacturing Company (to order)		
Waterbury 91		
Western Brass Mills Div Olin Mathieson Chemical Corp		
New Haven		
Cages		
Andrew B Hendryx Co The (bird and animal)		
New Haven		
Cams		
American Cam Company Inc		
Hartford Special Machinery Co The		
Rowbottom Machine Company Inc		
Waterbury		
Canvas Products		
F B Skiff Inc		Hartford
Capacitors		
Electro Motive Mfg Co Inc The (mica & trim- mer)		
Willimantic		
Carbide Tools		
Precision Tool & Die Co		Waterbury
Card Clothing		
Standard Card Clothing Co The (for textile mills)		Stafford Springs
Carpenter's Tools		
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vices)		
New Haven		
Carpet		
B F Goodrich Sponge Products Division		
Shelton		
Carpet Cushion		
B F Goodrich Sponge Products Division		
Shelton		
Carpets and Rugs		
Bigelow-Sanford Carpet Co		Thompsonville
Casters		
Bassick Company The (Industrial and General)		Bridgeport
Casters—Industrial		
George P Clark Co		
Castings		
Connecticut Foundry Co (grey iron)		
Rocky Hill		
Connecticut Malleable Castings Co (malleable iron castings)		New Haven
West Cheshire		
Consolidated Industries Inc		
Charles Parker Company The (brass, bronze, aluminum)		
Meriden		
Ductile Iron Foundry Inc		Stratford
Eastern Malleable Iron Company The (malle- able iron, metal and alloy)		Naugatuck
Farrel-Birmingham Company Inc		(Mechanite, Nodular, Iron, Steel)
Aszonia		Hartford
Hartford Electric Steel Corp The (stainless steel)		
Plainville Casting Company (gray, alloy and high tensile irons)		Plainville
Malleable Iron Fittings Co (malleable iron and steel)		Brantford
McLagon Foundry Co (grey iron)		New Haven
Newton-New Haven Co (zinc and aluminum)		688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (grey iron)		
Producto Machine Company The		Hartford
Scovill Manufacturing Company (Brass & Bronze)		Bridgeport
Stamford Casting Company Inc (Aluminum, Magnesium and Bronze)		Waterbury 91
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy)		Stamford
Union Mig Co (grey iron & semi steel)		Torrington
Waterbury Foundry Company The (highway & sash weights)		New Britain
Wilcox-Crittenen Div North & Judd Mfg Co		Waterbury
(gray iron and brass)		Middletown
Castings—Investment		
Arwood Precision Casting Corp		Groton
Cements—Refractory		
Mullite Refractory Co The		Shelton
Chain		
Risdon Manufacturing Co John M Russell		
Div		
Naugatuck		
Turner and Seymour Mfg Co The (weldless, sash, jack, safety, furnace, universal, lion and cable)		Torrington
Chain—Power Transmission and Conveying		
Whitney Chain Company		Hartford
Chain—Bead		
Auto-Swage Products Inc		Shelton
Bead Chain Mfg Co The		Bridgeport
Chairs		
The Hitchcock Chair Company		Riverton
Chemical Manufacturing		
Carwin Company The		North Haven (Advt.)

IT'S MADE IN CONNECTICUT

Chemicals

American Cyanamid Company Waterbury
Apothecaries Hall Co Waterbury
Carwin Company The North Haven
Du-Lite Chemical Corp The Middletown
Macalaster Bicknell Company New Haven
MacDermid Incorporated Waterbury
Naugatuck Chemical Division United States
Rubber Co Naugatuck
New England Lime Company Canaan
Pfizer & Co Inc Chas Groton

Chemicals—Agriculture

Naugatuck Chemical Division United States
Rubber Co (insecticides, fungicides, weed
killers) Naugatuck

Christmas Light Clips

Foursome Manufacturing Co Bristol

Chromium Plating

Chromium Corp of America Waterbury
Chromium Process Company The Shelton
City Plating Works Inc Bridgeport

Chucks

Cushman Chuck Co The Hartford
Horton Chuck Div The E. Horton & Son Com-
pany Windsor Locks

Jacobs Manufacturing Co The West Hartford
Union Manufacturing Company New Britain

Chucks—Drill

Jacobs Manufacturing Co The West Hartford
Chucks & Face Plate Jaws

Cushman Chuck Co The Hartford
Union Mfg Co New Britain

Horton Chuck Div The E. Horton & Son Com-
pany Windsor Locks

Chucks—Power Operated

Cushman Chuck Co The Hartford
Union Manufacturing Company New Britain

Circuit Breakers

Trumbull Components Department, General
Electric Co Plainville

Circulating Pumps

Conley Co Inc The Plainville

Clay

Howard Company (Fire Howard "B" and High
Temperature Dry) New Haven

Cleaning Compounds

Enthone Inc (Industrial) New Haven

Cleansing Compounds

MacDermid Incorporated Waterbury

Clock Mechanisms

Lux Clock Mfg Co The Waterbury

Clocks

E. Ingraham Co The Bristol
Seth Thomas Clocks Thomaston

United States Time Corporation The Waterbury

Clocks—Alarm

Lux Clock Mfg Co The Waterbury

Clocks—Automatic Cooking

Lux Clock Mfg Co The Waterbury

Clutches

Snow-Nabstedt Gear Corp The New Haven

Clutch Facings

Raybestos Division of Raybestos-Manhattan
Inc (Molded, Woven, Semi-metallic and
Full-metallic) Bridgeport

Russell Mfg Co The Middletown

Coll Winding Machines

Boesch Mfg Co Inc Danbury

Colls

Dano Electric Company Winsted

Colls—Electric

Bittermann Electric Company Canaan

Colls—Pipe or Tube

National Pipe Bending Co The New Haven

Whitlock Manufacturing Co The Hartford

Cold Molded Electrical Insulation

Meriden Molded Plastics Meriden

Commercial Heat Treating

A. F. Holden Company The 52 Richard St West Haven

Commercial Truck Bodies

Metropolitan Body Company Bridgeport

Comparators

Pratt & Whitney Div Niles-Bement-Pond Co
(Electro-limit and Air-O-Limit) West Hartford

Compressors

Norwalk Company Inc (high pressure air and
gas) South Norwalk

Computers

Newton Co. The (electronic) Manchester

Reflectone Corporation The Stamford

Concrete Products

Plasticrete Corp Hamden

Cones

Sonoco Products Co (Climax-Lowell Div)
(Paper) Mystic

Condenser and Heat Exchanger Tubes

Bridgeport Brass Company Bridgeport

Consulting Engineers

McNeal J D (Electrical and Electronic) New Haven

Stanley P Rockwell Co Inc The (Consulting)
296 Homestead Ave Hartford

Continuous Mill Gages

Pratt & Whitney Div Niles-Bement-Pond Co
West Hartford

Contract Machining

Laurel Mfg Co Inc (Precision Production
Small Parts) Plainville

Malleable Iron Fittings Company Branford

Charles Parker Co Meriden

Contract Manufacturers

Fenn Mfg Co The (Precision Machine Work)
Newington

Greist Mfg Co The (metal parts and assemblies)
503 Blake St New Haven

Merriam Mfg Co (production runs—metal boxes
and containers to specifications) Durham

Charles Parker Co (sheet metal fabricators)
Meriden

Controls—Remote

Panis Controls (Remote Controls for Marine
& Aeronautic Applications) Bridgeport

Converters DC to AC

Electric Specialty Co Stamford

Conveyor Systems

Leeds Conveyor Mfg Co The East Haven

Production Equipment Co Meriden

Copper

American Brass Corp The (sheet, wire, rods,
tubes) Waterbury

Bridgeport Brass Company (sheet, rod, wire
and tubing) Bridgeport

Bristol Brass Corp The (steel) Bristol

Chase Brass & Copper Co (sheet, rod, wire
tube) Waterbury

Thinsheet Metals Co The (sheets and rolls)
Waterbury

Western Brass Mills Div Olin Matthieson
Chemical Corp New Haven

Copper Castings

Knapp Foundry Company Inc Guilford

Copper Sheets

American Brass Company The Waterbury

New Haven Copper Co The Seymour

Copper Shingles

New Haven Copper Co The Seymour

Copperware

Bridgeport Brass Company (cooking utensils)
Bridgeport

Copper Water Tube

American Brass Company The Waterbury

Bridgeport Brass Co Bridgeport

Cords—Asbestos

General Electric Company Bridgeport

Cords—Braided

Essex Mills Inc Essex

General Electric Company Bridgeport

Cords—Heater

General Electric Company Bridgeport

Cords—Portable

General Electric Company Bridgeport

Cord Sets—Electric

General Electric Company Bridgeport

Seeger-Williams Inc Bridgeport

Cork Cots

Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers

Connecticut Container Corporation New Haven

Corrugated Containers Inc Hartford

Corrugated Shipping Cases

Connecticut Container Corporation New Haven

Connecticut Corrugated Box Div Robert Gair Co
Inc Portland

D L & D Container Corp 87 Shelton Ave New Haven

Cosmetic Containers

Evelet Specialty Co The Waterbury

Plume & Atwood Mfg Co The (metal) Thomaston

Cosmetics

J. B. Williams Co The Glastonbury

Cotton and Asbestos Wicking

Bland Burner Co The Hartford

Cotton Yarn

Floyd Cranska Co The Counting Devices

Moosup

Veeder-Root Inc Hartford

Couplings—Self-Sealing

Danbury

Sperry Products Inc

Cranes and Conveyors

1-B Engineering Sales Co New Haven

Crushers

Farrel-Birmingham Company Inc (Stone and
Ore)

Ansonia

Cups—Paper

American Paper Goods Company The ("Puri-
tan") Kensington

Cushioning for Packaging

B F Goodrich Sponge Products Division

Shelton

Gilman Brothers Co The Gilman

Cut Stone

Dextone Co The New Haven

Cutters

Barnes Tool Company The (pipe cutters, hand)

New Haven

Mitrametric Co The (ground pinion)

Torrington

Pratt & Whitney Div Niles-Bement-Pond Co
(Milling Cutters all types) West Hartford

Cutting & Creasing Rule

Bartholomew Co H I Bristol

Cyl. Gauges & Tools

J & S Machine Co Inc Hartford

Decorative Plating and Polishing

City Plating Works Inc Bridgeport

Deep Hole Drilling & Reaming

Hamden Deep Hole Drilling Co Hamden

Wilson Arms Co The Hamden

Deep Drawings

Stanley Pressed Metal New Britain

Delayed Action Mechanism

M H Rhodes Inc Hartford

Deminerizers

Crystal Research Laboratories Hartford

Development Work

Saybrook Manufacturing Inc Old Saybrook

Diamonds—Industrial

Diamond Tool and Die Works Hartford

Dictating Machines

Dictaphone Corporation Bridgeport

Gray Manufacturing Company The Hartford

Soundscriber Corporation The New Haven

Die Cast Dies

C & F Tool & Die Corp Bridgeport

Die Castings

Mt Vernon Die Casting Co Stamford

Newton-Haven Co Inc New Haven

Die Casting Dies

ABA Tool & Die Co Manchester

Parker Stamp Works Co The Hartford

Weimann Bros Mfg Co The Derby

Eastern Machine Screw Corp The Truman &
Barclay Sta New Haven

Die Heads—Self Opening

Eastern Machine Screw Corp The New Haven

Geometric Tool Division, Greenfield Tap &
Die Corp New Haven

Die Polishing Machinery

Hartford Special Machinery Co The Hartford

Die Sets

Pratt & Whitney Div Niles-Bement-Pond Co
(Precision) West Hartford

Product Machine Company The Bridgeport

Union Mfg Co (precision, steel and semi-steel)
New Britain

Dies

Hoggson & Pettis Mfg Co The 141 Brewery St
New Haven

Mitrametric Co The (ground for gears)

Torrington

Parker Stamp Works Inc The (plastics and
die castings) Hartford

Pratt & Whitney Div Niles-Bement-Pond Co
(Monocone and Ducone Dies) West Hartford

Precision Engineering Co Inc (forging, trimming &
blanking) Southington

Die Sinkers

Pratt & Whitney Div Niles-Bement-Pond Co
West Hartford

Dies & Die Cutting

Douglas Co Geo M New Haven

Dies and Die Sinking

Consolidated Industries West Cheshire

Dish Drying Machines

Colt's Manufacturing Company Hartford

Dish Washing Machines

Colt's Manufacturing Company Hartford

Display Containers

National Folding Box Co Inc (folding paper-
board) New Haven and Versailles

(Advt.)

IT'S MADE IN CONNECTICUT

Displays—Metal	R W Cramer Company Inc The	Electric Time Controls	Envelopes—Stock and Special
Durham Mfg Co The (Designing & Mfg to customers' specifications)	Durham	Centerbrook	American Paper Goods Company The
Merriam Mfg Co (Contract Work to Individual Specifications)	Durham	Forestville	Kensington
Parsons Co Inc W A (custom designed)	Durham	Electric Timers	Extractors—Tap
Distribution Centers	Distribution Assemblies Department, General	Electric Timing Motors	Walton Company The
Distribution Electric Co	Plainville	Electric Wire	West Hartford
Door Closers	Sargent & Company	General Electric Company	Eyelets
New Haven	New Haven	Rockbestos Products Corp (asbestos insulated)	American Brass Company The
Stamford	Stamford	New Haven	Platt Bros & Co The P O Box 1030
Doors	Bilco Co The (metal, residential and com- mercial)	Arrow-Hart & Hegeman Electric Co The	Waterbury
West Haven	Hartford	Hartford	Plume & Atwood Mfg Co The
Dowel Pins	Allen Manufacturing Co The	General Electric Company	Thomaston
Hartford	Holo-Krome Screw Corp The	Electric Woven Heating Elements	Scovill Manufacturing Company
West Hartford	West Hartford	Prefab Heating Co Inc	Waterbury
Drafting Accessories	Joseph Merritt & Co	Electrical Conduit Fittings & Grounding	Stevens Co Inc
Hartford	Hartford	Specialties	Waterbury
Draft Inductors	Conley Co Inc The	Gillette-Vibber Company The	Eylets, Ferrules and Wiring Terminals
Plainville	Plainville	New London	American Brass Company The
Drill Presses	Townsend Mfg Co The H P	Electrical Connectors	Waterbury
Elmwood	Elmwood	Burndy Engineering Co Inc	Eylet Machine Products
Drilling Machines	Pratt & Whitney Div Niles-Bement-Pond Co (Deep Hole)	Electrical Control Apparatus	American Brass Company The
West Hartford	West Hartford	Plainville Electrical Products Co The	Waterbury
Drilling and Tapping Machinery	Hartford Special Machinery Co The	Electrical Goods	Fancy Dress Buttons and Buckles
Hartford	Hartford	A C Gilbert Co	Waterbury
Drop Forgings	Atwater Mfg Co	Electrical Motors	Fans—Electric
Plantsville	Hartford	U S Electrical Motors Inc	General Electric Company
Billings & Spencer Co The	West Cheshire	Electrical Outlet and Switch Boxes, and	Bridgeport
Consolidated Industries	Middletown	Covers	Fasteners—Slide & Snap
Wilcox-Crittenden Div North & Judd Mfg Co	Middletown	General Electric Company	G E Prentice Mfg Co The
Druggists' Rubber Sundries	Seamless Rubber Company The	Bridgeport	Kensington
New Haven	New Haven	Electrical Recorders	Scovill Manufacturing Company (snap and slide fasteners)
Duplicating Machines—Automatic	Pratt & Whitney Div Niles-Bement-Pond Co	Electrical Relays and Controls	Felt
West Hartford	West Hartford	Allied Control Co	Auburn Manufacturing Company The (mechanical, cal. cut parts)
Duplicator Tables	Regent Machine Co	Electrical Switchboards	Middletown
Bridgeport	Elastic Narrow Fabric	Plainville Electrical Products Co The	Drycor Felt Company (paper makers and in- dustrial)
*Essex Mills Inc	Essex	Electrical Test Equipment	Staffordville
Electric Cables	General Electric Company	Electrical Wiring Systems	Felt—All Purpose
Bridgeport	Rockbestos Products Corp (asbestos insulated)	Wiremold Co The	American Felt Co (Mill & Cutting Plant)
New Haven		Electronics	Glenville
Electric Clocks	Sessions Clock Co The (alarm, kitchen, occa- sional and office)	Gray Manufacturing Company The	Chas W House & Sons Inc (Mills & Cutting Plant)
Forestsille	Forestsille	Hartford	Unionville
Electric—Commutators & Segments	Cameron Elec Mfg Co The (rewinding motors)	Newton Co The	Fenders—Boat
Ansonia	Ansonia	Ripley Co	B F Goodrich Sponge Products Division
Electric Cord Springs	Bristol Spring Manufacturing Co	Sturup Larrabee & Warmer Inc	Shelton
Plainville	General Electric Company	Electroplating	Fiber-glass Fabrication
Electric Cords	Rockbestos Products Corp (asbestos insulated)	National Sherardizing & Machine Co	Davis Co The E J
Bridgeport	New Haven	Waterbury Plating Company	New Haven
Electric Eye Control	Ripley Company Inc	Electroplating—Equipment & Supplies	Fibre Beard
Middletown	Middletown	Enthone Inc	Case Brothers Inc
Electric Fixture Wire	General Electric Company	Lea Manufacturing Co The	C H Norton Co The
Bridgeport	Rockbestos Products Corp (asbestos insulated)	MacDermid Incorporated	North Westchester
New Haven		Electroplating Processes & Supplies	Stevens Paper Mills Inc The
Electric Hand Irons	Winsted Hardware Mfg Co (trade mark "Dur- ability")	Enthone Inc	Windsor
Winsted	Winsted	United Chromium Incorporated	Finger Nail Clippers
Electric Heating Elements	Hartford Element Co	Barnum-Hayward Electrotype Co Inc	H C Cook Co The
Hartford	Hartford	Lockwood Sons Inc Wm H	32 Beaver St Ansonia
Electric Insulation	Case Brothers Inc	New Haven Electrotech Div	File Cards
Manchester	Stevens Paper Mills Inc The	Electrographic Corp	Standard Card Clothing Co The
Windsor		New Haven	Stafford Springs
Electric Lighting Fixtures	Fan-Craft Mfg Co (residential, church, post lanterns)	Elevators	Films
Plainville	Plainville	Eastern Machinery Co The (passenger and freight)	Cine-Video Productions Inc
Plume & Atwood Mfg Co The	Thomaston	General Elevator Service Co	Milford
Wasley Products Inc	Plainville	Enameling	Firearms
Electric Motor Controls	Arrow-Hart & Hegeman Electric Co The	Conn Metal Finishing Co	Colt's Manufacturing Company
Hartford	Hartford	Waterbury Plating Company	Marlin Firearms Co The
Electrical Outlet and Switch Boxes, and	General Electric Company	Enameling and Finishing	New Haven
Covers	Bridgeport	Craiglow Mfg Co	O F Mosberg & Sons Inc
General Electric Company	Bridgeport	End Milling Cutters	Remington Arms Company Inc
Electric Signs	Hartford	Pratt & Whitney Div Niles-Bement-Pond Co	Arms and Ammunition Div Olin Mathieson Chemical Corp
Berger Sign Co	New Haven	Engines	Hartford
United Advertising Corp	Hartford	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)	Fire Hose
Electric Switches	General Electric Company	Wolverine Motor Works Inc (diesel stationary marine)	Fabric Fire Hose (municipal and industrial)
Arrow-Hart & Hegeman Electric Co The	Hartford	Envelopes	Sandy Hook
Hartford	Bridgeport	Curtis 1000 Inc	Fireplace Goods
General Electric Company	Bridgeport	United States Envelope Company	American Windshield & Specialty Co The
		Hartford Division	881 Boston Post Road
			John P Smith Co The (screens)
			423-33 Chapel St
			New Haven
			Fireproof Floor Joists
			Dextone Co The
			New Haven
			Fireworks
			M Backes' Sons Inc
			Wallingford
			Fishing Lures
			Dresser Products Inc
			Canaan
			Fishing Tackle
			H C Cook Co The 32 Beaver St
			Ansonia
			Flashlights
			Bridgeport Metal Goods Mfg Co
			Electrical Div Olin Mathieson Chemical Corp
			New Haven
			Flat Springs
			Bristol Spring Manufacturing Co
			Plainville
			Gemco Manufacturing Co Inc
			Southington
			Flexible Shaft Machines
			Pratt & Whitney Div Niles-Bement-Pond Co
			West Hartford
			(Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Floor & Ceiling Plates	Horton Mfg Co The	(clubs, shafts, balls, bags)	Heat Treating Fixtures
Beaton & Cadwell Mfg Co The	New Britain	Bristol	Rolock Inc (Trays, Baskets, etc.)
Fluorescent Lighting Equipment			Fairfield
Fullerton Manufacturing Corp	Norwalk		Wiretex Mfg Co Inc
Vanderman Manufacturing Co The	Willimantic		Bridgeport
Wiremold Company The	Hartford		
Foam Rubber			
B F Goodrich Sponge Products Division	Shelton		
Forgings			
Billings & Spencer Company	Hartford		
Capewell Manufacturing Company	Hartford		
Cawtha Bros Forge Co	Shelton		
Clark Brothers Bolt Co	Milldale		
Consolidated Industries Inc	West Cheshire		
Heppenstall Co (all kinds and shapes)			
Scovill Manufacturing Company (Non-ferrous)	Bridgeport		
Scovill Manufacturing Company	Waterbury 91		
Foundries			
Connecticut Malleable Castings Co (malleable iron castings)	New Haven		
Ductile Iron Foundry Inc	Stratford		
Farrel-Birmingham Company Inc (Iron and Steel)	Ansonia		
Fritzell Foundry & Casting Co The	New Haven		
Hartford Electric Steel Corp The	Hartford		
Charles Parker Company The (iron, brass, bronze, aluminum)	Meriden		
Plainville Casting Company (gray, alloy and high tensile irons)	Plainville		
Producto Machine Company The	Bridgeport		
Stamford Casting Company Inc (Aluminum, Magnesium and Bronze)	Stamford		
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy)	Torrington		
Union Mfg Co (gray iron & semi steel)	New Britain		
Wilcox-Crittenden Div North & Judd Mfg Co (iron, brass, aluminum and bronze)	Middletown		
Fountain Pens and Mechanical Pencils			
Waterman Pen Company Inc	Seymour		
Foundry Riddles			
John P Smith Co The	423-33 Chapel St		
	New Haven		
Fuel Oil Pump and Heater Sets			
Peabody Engineering Corporation	Stamford		
Furnace Linings			
Mullite Refractories Co The (refractories, super refractories)	Shelton		
Fuses—Plug and Cartridge			
General Electric Company	Bridgeport		
Gage Blocks			
Pratt & Whitney Div Niles-Bement-Pond Co (Alloy steel and Carbide, Hooke and USA)	West Hartford		
Gages			
Farmington Engineering Co The	Bloomfield		
Galvanizing			
Malleable Iron Fittings Co	Brantford		
Wilcox-Crittenden Div North & Judd Mfg Co	Middletown		
Gaskets			
Auburn Manufacturing Company The (from all materials)	Middletown		
Raybestos Division of Raybestos-Manhattan Inc	Bridgeport		
Tsingris Die Cutting Corp (from all materials)	Watertown		
Gas Range Conversion Burner			
Holyoke Heater Corp of Conn Inc	Hartford		
Gas Scrubbers, Coolers and Absorbers			
Peabody Engineering Corporation	Stamford		
Gauges			
Bristol Co The (pressure and vacuum—recording automatic control)	Watertown		
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum)	Bridgeport		
Manning Maxwell & Moore Inc	Stratford		
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measurement all types)	West Hartford		
Gears			
Mitrametric Co The (blanked fine pitch)	Torrington		
Gears and Gear Cutting			
Farrel-Birmingham Company Inc	Ansonia		
Fenn Mfg Co The	Newington		
Hartford Special Machinery Co The	Hartford		
Glass Blowing			
Macalaster Bicknell Company	New Haven		
Glass Cutters			
Fletcher-Terry Co The	Forestville		
Glass Machinery			
Tavano Mfg Co	Torrington		
Golf Equipment			
Horton Mfg Co The	(clubs, shafts, balls, bags)	Bristol	
Greeting Cards			
A D Steinbach & Sons Inc	New Haven		
Grinding			
Farrel-Birmingham Company Inc (Roll and Cylindrical)	Ansonia		
Hartford Special Machinery Co The (gears, threads cams and splines)	Hartford		
Horberg Grinding Industries Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)	19 Staples St Bridgeport		
Grinding Heads—Internal			
Pratt & Whitney Div Niles-Bement-Pond Co (Pneumatic, High Speed)	West Hartford		
Grinding Machines			
Farrel-Birmingham Company Inc (Roll)	Ansonia		
Pratt & Whitney Div Niles-Bement-Pond Co (Surface, Die, Gear and Cutter Grinders)	West Hartford		
Rowbottom Machine Company Inc (cam)	Waterbury		
Grommets			
American Brass Company The	Waterbury		
Plume & Atwood Mfg Co The	Thomaston		
Ground Rubber Rolls			
Saybrook Manufacturing Inc	Old Saybrook		
Guards for Machinery			
Wheeler Co The G E	New Haven		
Hack and Band Saw Blades			
Capewell Manufacturing Co The	Hartford		
Hammers—Carpenters and Machinists			
Capewell Manufacturing Company	Hartford		
Hand Tools			
Billings & Spencer Company (wrenches, sockets and shop tools)	Hartford		
Bridgeport Hdwe Mfg Corp The (nail pullers, scoop axes, box opening tools, trowels, coping saws, putty knives)	Bridgeport		
Hard Chrome			
City Plating Works Inc	Bridgeport		
Hardness Testers			
Wilson Mechanical Instrument Div	American		
Chain & Cable Company Inc	Bridgeport		
Hardware			
Bassick Company The (Automotive)	Bridgeport		
Harlow Products Corp	New Haven		
Sargent & Company	New Haven		
Wilcox-Crittenden Div North & Judd Mfg Co (marine heavy, and industrial)	Middletown		
Vale & Towne Mfg Co The	Stamford		
Hardware—Marine & Bus			
Rostand Mfg Co The	Milford		
Hardware—Trailer Cabinet			
Excelsior Hardware Co The	Stamford		
Hardware, Trunk & Luggage			
Corbin Cabinet Lock Div	American		
Corp	New Britain		
T H Sessions & Son	Bristol		
Yale & Towne Mfg Co The	Stamford		
Hat Machinery			
Doran Bros Inc	Danbury		
Health Surgical & Orthopedic Supports			
Berger Brothers Company The (custom made for back, breast, and abdomen)	New Haven		
Heat Elements			
Electroflex Heat Inc	Hartford		
Safeway Heat Elements Inc (woven wire resistance type)	Middletown		
Heat Exchangers			
Whitlock Manufacturing Co The	Hartford		
Heat Treating			
A F Holden Co The	52 Richard St	West Haven	
Bennett Metal Treating Co The	1045 New Britain Ave	Elmwood	
Commercial Metal Treating Co	New Britain-Gridley Machine Division	Bridgeport	
The New Britain Machine Co	New Britain		
New Haven Heat Treating Co	New Haven		
Stanley P Rockwell Co Inc The	296 Homestead Ave	Hartford	
Heat-Treating Equipment			
Autovre Company The	Oakville		
Barnes Co The Wallace Div Associated Spring Corp	Bristol		
A F Holden Company The	52 Richard Street	Hartford	
West Haven (Main Plant)			
Bauer & Company Inc	Hartford		
Rolock Inc (Retorts, Muffles, etc.)	Fairfield		
Stanley P Rockwell Co Inc The	296 Homestead Ave	Hartford	
Instruments			
J P T Instruments Inc	(Electrical and Temperature)	Waterbury	
Manning Maxwell & Moore Inc	New Haven		
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measuring)	West Hartford		
Inks			
Waterman Pen Company Inc	Seymour		
Insecticides			
American Cyanamid Company	Waterbury		
Insulated Wire & Cable			
General Electric Company	Bridgeport		
Kerite Company The	Seymour		
Insulated Wire & Cable Machinery			
Davis Electric Company	Wallingford		
Instruments			
Bristol Company The	Waterbury		
J P T Instruments Inc	(Electrical and Temperature)	New Haven	
Manning Maxwell & Moore Inc	Stratford		
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measuring)	West Hartford		
Insulation			
Gilman Brothers Co The	Gilman (Advt.)		

IT'S MADE IN CONNECTICUT

Integrators		Leather Dog Furnishings		Machinery
Reflectone Corporation The	Stamford	Andrew B Hendryx Co The	New Haven	Fenn Manufacturing Company The (special)
Inter-Communications Equipment		The Smith-Worthington Saddlery Co	Hartford	Newington
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden	G E Prentice Mfg Co The	Kensington	Globe Tapping Machine Company (dial type drilling and tapping) Bridgeport
Interval Timers		Leather Goods Trimmings		Hallden Machine Company The (mill)
Lux Clock Manufacturing Company Rhodes Inc M H	Waterbury Hartford	Auburn Manufacturing Company	The (packings, cubs, washers, etc) Middletown	Thomaston
Jacquard	Manchester	Lehman Brothers Inc (designers, engravers, lithographers)	New Haven	Torrington
Japanning	Bristol	Letterheads		Machinery—Automatic
J H Sessions & Son	Bristol	Saybrook Manufacturing Inc	Old Saybrook	Banthin Engineering Company (new and rebuilt) Bridgeport
Jig Borer		Light Assemblies		Machinery—Bolt and Nut
Moore Special Tool Co (Moore)	Bridgeport	General Electric Company	Bridgeport	Waterbury Farrel Foundry & Machine Co The Waterbury
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Lighting Accessories—Fluorescent		Machinery—Cold Heading
Jigs, Fixtures & Gages		Fullerton Manufacturing Corp	Norwalk	Waterbury Farrel Foundry & Machine Co The Waterbury
Federal Machine & Tool Co	Bristol	Miller Co The (Miller, Duplexalite, Ivanhoe)	Ivanhoe Meriden	Machinery Dealers & Rebuilders
Jig Grinder		Lines—Braided		Botwinik Brothers New Haven
Moore Special Tool Co (Moore)	Bridgeport	New England Lime Company	Essex	J L Lucas and Son Fairfield
Keller Machines		Bridgeport Metal Goods Mfg Co	Bridgeport	State Machinery Co Inc New Haven
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Plume & Atwood Manufacturing Co	Waterbury	Machinery—Extruding
Key Blanks		O'Toole & Sons Inc T	Stamford	Standard Machinery Co The Mystic
Sargent & Company	New Haven	Lithographing		Machinery—Metal-Working
Yale & Towne Mfg Co The	Stamford	Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford	Fenn Mfg Co The Newington
Labels		Lehman Brothers Inc	New Haven	Waterbury Farrel Foundry & Machine Co The Waterbury
J & J Cash Inc (Woven)	South Norwalk	A D Steinbach & Sons	New Haven	Pratt & Whitney Div Niles-Bement-Pond Co West Hartford
Naugatuck Chemical Division	United States	Locks—Banks		Machinery—Nut
Rubber Co (for rubber articles)	Naugatuck	Yale & Towne Mfg Co The	Stamford	Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury
Label Moisteners		Locks—Builders		Machinery—Screw and Rivet
Better Packages Inc	Shelton	Eagle Lock Co The	Terryville	Waterbury Farrel Foundry & Machine Co The Waterbury
Laboratory Equipment		Sargent & Company	New Haven	Machinery—Wire Drawing
Eastern Industries Inc	New Haven	Yale & Towne Mfg Co The	Stamford	Fenn Mfg Co The Newington
Laboratory Supplies		Locks—Cabinet		Waterbury Farrel Foundry & Machine Co The Waterbury
Macalaster Bicknell Company	New Haven	Eagle Lock Co The	Terryville	Machinery—Wire Straightening
Laces		Excelsior Hardware Co The	Stamford	Mettler Machine Tool Inc New Haven
American Fabrics Company The	Bridgeport	Vale & Towne Mfg Co The	Stamford	Machines
Wilcox Lace Corporation The	Middletown	Locks—Special Purpose		Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport
Laces and Nettings		Eagle Lock Co The	Terryville	Coulter & McKenzie Machine Co The (special, new development engineering design and construction) Bridgeport
Wilcox Lace Corporation The	Middletown	Vale & Towne Mfg Co The	Stamford	Patent Button Company The Waterbury
Lacquers & Synthetic Enamels		Locks—Suitcase		Machines—Automatic
Chemical Coatings Corporation	Rocky Hill	Eagle Lock Co The	Terryville	A H Nilson Mach Co The (Special) Bridgeport
I-Sis Chemicals Inc	Stamford	Locks—Suit-Case and Trimmings		Machines—Automatic Chucking
United Chromium Incorporated	Waterbury	Excelsior Hardware Co The	Stamford	Bullard Company The Bridgeport
Ladders		Locks—Trunk		New Britain-Gridley Machine Division
A W Flint Co	196 Chapel St New Haven	Eagle Lock Co The	Terryville	The New Britain Machine Co (multiple spindle and double end) New Britain
Laminated Metal		Excelsior Hardware Co The	Stamford	Pratt & Whitney Div Niles-Bement-Pond Co (Potter & Johnson) West Hartford
Bridgeport Brass Company	Bridgeport	Vale & Towne Mfg Co The	Stamford	Machines—Automatic Screw
Lamps		Locks—Zipper		New Britain-Gridley Machine Division
Plume & Atwood Mfg Co The (metal oil)	Thomaston	Excelsior Hardware Co The	Stamford	The New Britain Machine Co (single and multiple spindle) New Britain
Lampholders—Incandescent and Fluorescent		Loom—Non-Metallic		Machines—Automatic Shaft Turning
General Electric Company	Bridgeport	Wiremold Company The	Hartford	Bullard Company The (30H lathe—horizontal 3 spindle) Bridgeport
Lamp Shades		Lumber & Millwork Products		Machines—Brushing
Verplex Company The	Essex	City Lumber Co of Bridgeport Inc	Bridgeport	Fuller Brush Co The Hartford
Lanterns—Battery Operated		Machetes		Machines—Contin-U-Matic
Electrical Div Olin Mathiesen Chemical Corp	New Haven	Collins Company The	Collinsville	Bullard Company The (vertical multi-spindle continuous turning) Bridgeport
Lathes—Contin-U-Matic		Machine Design		Bullard Company The (vertical multi-spindle continuous turning) Bridgeport
Bullard Company The (vertical multi-spindle continuous turning type)	Bridgeport	Black Rock Mfg Company The	Bridgeport	Machines—Draw Benches
Lathes—30H Man-Au-Trol		Machine Tool Designers		Fenn Manufacturing Company The Newington
Bullard Company The (horizontal 3 spindle)	Bridgeport	R & S Company	New Britain	Machines—Drill Spacing
Lathes—Mult-Au-Matic		Machine Tools		Bullard Company The (Bullard spacer—used in conjunction with radical drills) Bridgeport
Bullard Company The (vertical multi-spindle indexing type)	Bridgeport	Bullard Company The	Bridgeport	Machines—Forming
Lathes—Toolroom and Automatic		Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Producto Machine Company The	Bridgeport	Machines—Multi-Au-Matic
Lathes—Vertical Turret		Black Rock Mfg Company The	Bridgeport	Bullard Company The Bridgeport
Bullard Company The (single spindle)	Bridgeport	Farrel-Birmingham Company Inc	Ansonia	Machines—Paper Ruling
Lead Plating		Fenn Manufacturing Company The (precision parts)	Newington	John McAdams & Sons Inc Norwalk
Christie Plating Co The	Groton	Hartford Special Machinery Co The (contract work only)	Hartford	Machines—Pipe & Bolt Threading
Leather		National Sheradizing & Machine Co (job)	Hartford	Capewell Mfg Co The Hartford (Advt.)
Norwich Leather Co	Norwich	Parker Stamp Works Inc The (Special)	Hartford	
Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury	Swan Tool & Machine Co The	Hartford	
		Torrington Manufacturing Co The (special rolling mill machinery)	Torrington	

IT'S MADE IN CONNECTICUT

Machines—Precision Boring	New Britain-Gridley Machine Division The New Britain Machine Co	New Britain	Metal Specialties	Excelsior Hardware Co The	Stamford	Nickel Silver	American Brass Company The	Waterbury
Machines—Rolling	Fenn Manufacturing Company	The Newington	Metal Spinning	Moseley Metal Crafts Inc	West Hartford	Bridgeport Brass Company	Bridgeport	Bridgeport
Machine—Slotting	Globe Tapping Machine Company	The (High Production Screw Head Slotting)	Metal Stampings	American Brass Company The	Waterbury	Plume & Atwood Mfg Co The	Thomaston	Thomaston
	Waterbury Farrel Foundry & Machine Co	The (screw head)	Autoyre Co The (Small)	Oakville	Naugatuck	Seymour Mfg Co The	Seymour	
Machines—Special	H C Cook Co	The 503 Blake St New Haven	Better Formed Metals Inc	Waterbury	Stamford	Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury	
	Fenn Mig Co	32 Beaver St Ansonia	DooVal Tool & Mfg Inc	Naugatuck		Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip)	New Haven	
Machines—Swaging	Humason Mfg Co	32 Beaver St Ansonia	Excelsior Hardware Co The	Stamford		Nickel Silver Ingot		
	Mohawk Mfg Co (threaded)	Middletown	J A Otterbein Company The (metal fabrications)	Middletown		Whipple and Choate Company The	Bridgeport	
Machines—Thread Rolling	J. H. Sessions & Son	Bristol		Bristol		Night Latches	Sargent & Company	New Haven
	Patent Button Co	Waterbury		Waterbury			Yale & Towne Mfg Co Inc	Stamford
Machines—Well Drilling	G. E. Prentice Mfg Co	Kensington		Kensington		Non-ferrous Metal Castings	Miller Company The	Meriden
	Plume & Atwood Mfg Co	Thomaston		Unionville		Charles Parker Co	Nuts, Bolts and Washers	Meriden
Machines—Wire Drawing	Stanley Pressed Metal	New Britain		Hartford		Clark Brothers Bolt Co	Office Equipment	Milldale
	Swan Tool & Machine Co	Terryville		Terryville		Pitney-Bowes Inc	Underwood Corporation	Stamford
Magnesium Castings	United States Rubber Company	Shoe Hard-Ware Division		Waterbury		Offset Printing	Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford
	Verplex Company The (Contract)	Essex		Waterbury		Oil Burners	Miller Company The (domestic)	Meriden
Magnet Wire	Waterbury Lock & Specialty Co	Milford		Waterbury		Peabody Engineering Corp (Mechanical and/or Steam Atomizer)	Silent Glow Oil Burner Corp The	Stamford
	Standard Meter Repair Co	Shelton		Waterbury			1477 Park St	Hartford
Manicure Instruments	Sprague Meter Company	Bridgeport	Meters			Oil Tanks	Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground)	
	Rhodes Inc M H	Hartford	Meters—Gas				South Norwalk	
Manganese Bronze Ingot	American Microfilming Service Company	New Haven	Meters—Parking			Oil Tanks	Whitlock Manufacturing Co The	Hartford
	John P Smith Co	423-33 Chapel St New Haven						
Marine Engines	Hartford Builders Finish Co	Hartford	Milk Bottle Carriers			Oil Tanks	Anderson Oil Co Inc F E	Portland
	Pratt & Whitney Div Niles-Bement-Pond Co (Keller Tracer—Controlled Milling Machines)	West Hartford				Open Knife Switches and Accessories	Trumbull Components Department, General Electric Co	Plainville
Marine Equipment	Rowbottom Machine Company Inc (cam)	Waterbury	Milling Machines			Optical Cores & Ingots	Plume & Atwood Mfg Co The	Thomaston
	Wilcox-Crittenden Div North & Judd Mig Co	Middleton				Old Woven Awning Stripes	The Falls Company	Norwich
Marine Reserve Gears	Wilcox-Crittenden Div North & Judd Mig Co	Middleton	Millwork			Outlets—Electric	General Electric Company	Bridgeport
			Milling Machines			Ovens—Electric	Bauer & Company Inc	Hartford
Marking Devices	Wilcox-Crittenden Div North & Judd Mig Co	Middleton				Package Sealers	Better Packages Inc	Shelton
						Packaging Machinery	Colt's Manufacturing Company (box making machinery, Trade mark "Rite Size")	Hartford
Material Handling	Wilcox-Crittenden Div North & Judd Mig Co	Middleton	Miniature Precision Connectors			Packing	Auburn Manufacturing Company The (leather, rubber, asbestos, fibre)	Middleton
			Gorn Electric Co	Stamford			Raybestos Division of Raybestos-Manhattan Inc (Asbestos and Rubber Sheet)	Bridgeport
Mats—Newspaper	Wilmington Div W A (tote pans)	Durham	Minute Minders			Packaging & Packing	Fuller Brush Co The	Hartford
	Lockwood Sons Inc Wm H	Hartford	Lux Clock Mfg Co The	Waterbury			Mercer & Stewart Co The	Hartford
Mattresses	Waterbury Mattress Co	Waterbury	Mirror Rosettes and Hangers			Pads—Office	The Baker Goodyear Company	New Haven
			Waterbury Companies Inc	Waterbury		Padlocks		
Metal Boxes	Parsons Co Inc W A (tool kits)	Durham	Mixing Equipment			Saintimate Corp The	Panta	New Haven
			Eastern Industries Inc	New Haven			Moore Special Tool Co (crush wheel dresser)	Bridgeport
Metal Boxes and Displays			Gabb Special Products Div. The E. Horton & Son Co	Windsor Locks		Paints and Enamels		
	Durham Mig Co The (Designing & Mfg to customers' specifications)	Durham	Mops					
Merriman Mig Co	(Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombuilt containers and displays)	Durham	Fuller Brush Co The	Hartford		Panata		
	Charles Parker Co (sheet metal fabricators)	Meriden	Motor Control Centers					
Metal Cleaners			Distribution Assemblies Department, General Electric Co	Plainville		Paints and Enamels		
	Apothecaries Hall Co	Waterbury	Motor—Generator Sets					
Macermid Incorporated	Enthono Inc	New Haven	Electric Specialty Co	Stamford		Pads—Office	Saintimate Corp The	New Haven
	Mitchell-Bradford Chemical Co	Bridgeport	Motors—Electric Timing			Padlocks		
	United Chromium Incorporated	Waterbury	Cramer Co Inc The R W	Centerbrook		Paints and Enamels		
Metal Finishing	Hartford Industrial Finishing Co	Hartford	Motors—Synchronous					
	National Sheradizing & Machine Co	Hartford	Cramer Co Inc The R W	Centerbrook		Panata		
	Waterbury Plating Company	Waterbury	Electric Specialty Co	Stamford				
Metal Formings	Master Engineering Company	West Cheshire	Moulded Plastic Products			Panata		
	Stanley Pressed Metal	New Britain	Butterfield Inc T F	Naugatuck				
Metal Mouldings	Leed Co The H A	Hamden	Colt's Manufacturing Company	Hartford		Panelyte		
			Patent Button Co	Waterbury				
Metalizing	Conn Metal Finishing Co	Hamden	Waterbury Companies Inc	Waterbury		Panelyte		
	H C Cook Co	32 Beaver St Ansonia	Watertown Mfg Co The	117 Echo Lake Road Watertown				
Metal Novelties			Mouldings			Paperboard	Federal Paper Board Co Inc	
			Himmel Brothers Co The (architectural, metal and store front)	Hamden			Montville, New Haven & Versailles	
Metal Products—Stampings			Moulds			Paper Box—Partitions	Gair Company Inc Robert	Montville
	American Brass Company The	Waterbury	ABA Tool & Die Co	Manchester			Robertson Paper Box Co	Montville
	Plume & Atwood Manufacturing Co	Thomaston	Hoggson & Pettis Mfg Co The (steel)	New Haven			New Haven Board and Carton Co	
J H Sessions & Son			114 Brewery St			Paper Box—Partitions	New Haven	
	Scoville Manufacturing Company (Made-to-Order)	Waterbury 91	Parker Stamp Works Inc The (compression injection & transfer for plastics)	Hartford				
	Stanley Pressed Metal	New Britain	Napper Clothing			Paper Boxes	Atlantic Carton Corp (folding)	Norwich
			Standard Card Clothing Co The (for textile mills)	Stafford Springs			Gair Co Inc Robert	Montville
			Nettings				National Folding Box Co Inc (folding)	
			Wilcox Lace Corp The	Middletown			New Haven and Versailles	
			Newspaper Mats			New Haven Board and Carton Co The		
			Lockwood Sons Inc Wm H	Hartford				
			Nickel Anodes				Mills Inc H J	New Haven
			Apothecaries Hall Co	Waterbury			Robertson Paper Box Co (folding)	Bristol
								Montville (Advt.)

IT'S MADE IN CONNECTICUT

Paper Boxes—Folding and Setup			
Bridgeport Paper Box Company	Bridgeport	Sandy Hook	Presses—Power
M Backes' Sons Inc	Wallingford	Naugatuck	Pneumatic Applications Co The (modernization of presses through conversion to Wichita Air Clutch operation) Simsbury
Paper Clips		Wallingford	Waterbury Farrel Foundry & Machine Co The Waterbury
H C Cook Co The (steel) 32 Beaver St Ansonia			
Paper Mill Machinery	Ansonia		
Farrel-Birmingham Company Inc			
Paper Tags and Pin Tickets			
Waterbury Tag Company The	Waterbury		
Paper Tubes and Cores			
Sonoco Products Co (Climax-Lowell) Div	Mystic		
Parachute Cord			
Essex Mills Inc	Essex	Stamford	
Parallel Tubes			
Sonoco Products Co (Climax-Lowell) Div	Mystic	Bridgeport	Pressure Vessels
Parkerizing			Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk
Craiglow Mfg Company	Portland	Hartford	Whitlock Manufacturing Co The Hartford
Parking Meters			
Rhodes Inc M H	Hartford	Waterbury	
Passenger Car Sander		Watertown	
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden		
Pattern-Makers			
Farrel-Birmingham Company Inc	Ansonia		
Penlights			
Bridgeport Metal Goods Mfg Co	Bridgeport		
Pet Furnishings			
Andrew B Hendrix Co The	New Haven		
Pharmaceutical Specialties			
Ernst Bischoff Company Inc	Ivoryton	Waterbury	
Phosphor Bronze			
American Brass Company The	Waterbury	Groton	
Bridgeport Brass Company	Bridgeport	Bridgeport	
Miller Company The (sheets, strips, rolls)	Meriden	Waterbury	
Seymour Mfg Co The	Seymour	(Chromium)	
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury	Derby	
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip)	New Haven		
Phosphor Bronze Ingots			
Whipple and Choate Company The	Bridgeport		
Photoflash Batteries			
Electrical Div Olin Mathieson Chemical Corp	New Haven		
Photographic Equipment			
Electrical Div Olin Mathieson Chemical Corp	New Haven		
Kalart Company Inc	Plainville		
Piano Repairs			
Pratt Read & Co Inc (keys and action)	Ivoryton		
Piano Supplies			
Pratt Read & Co (keys and actions, backs, plates)	Ivoryton		
Pins			
CEM Company ("Spirol")	Danielson		
Pin Up Lamps			
Verplex Company The	Essex		
Pipe			
American Brass Co The (brass and copper)	Waterbury		
Bridgeport Brass Co (brass and Copper)	Bridgeport		
Char Brass & Copper Co (red brass and copper)	Waterbury		
Howard Co (cement well and chimney)	New Haven		
Pipe Fitters Hand Tools & Pipe Threading Machines			
Capewell Manufacturing Company	Hartford		
Pipe Fittings			
Corley Co Inc	Plainville		
Malleable Iron Fittings Co	Brantford		
Pipe Plugs			
Holo-Krome Screw Corporation The (countersunk)	West Hartford		
Pipe Plugs—Socked			
Holo-Krome Screw Corp The	West Hartford		
Plastics			
B F Goodrich Sponge Products Division	Shelton		
Humphrey Fabricating Corp (laminated, fabricated parts)	Unionville		
Naugatuck Chemical Division United States Rubber Co	Naugatuck		
Plastic Buttons			
Frank Parizek Manufacturing Co The	West Willington		
Patent Button Co The	Waterbury		
Plastic Gems			
Colt's Manufacturing Company	Hartford		
Plastic Materials			
American Cyanamid Co (Molding Adhesives, Laminating Resins)	Compounds, Wallingford		
Plastic Printing Plates			
Lockwood Sons Inc Wm H	Hartford		
Plastics Machinery			
Black Rock Mfg Company The	Bridgeport		
Farrel-Birmingham Company Inc	Ansonia		
Plastic Molders			
Plastic Molding Corporation	Sandy Hook		
Plastic Molding			
Butterfield, Inc T F	Naugatuck		
U S Plastic Molding Corporation	Wallingford		
Plastic Moulders			
Colt's Manufacturing Company	Hartford		
Conn Plastic	Waterbury		
Waterbury Companies Inc	Waterbury		
Watertown Mfg Co The	Watertown		
Plastic Wire Coating Materials			
Electronic Rubber Co	Stamford		
Plastic Molds & Dies			
Crown Tool & Die Co Inc	Bridgeport		
Parker Stamp Works Inc The (for plastics)	Hartford		
Plastocrete Bloc			
Plastocrete Corp	Hamden		
Plates—Switch			
General Electric Company	Bridgeport		
Plasters			
Acme Chromium Plating Co	New Haven		
Christie Plating Co	Groton		
City Plating Works	Bridgeport		
Patent Button Co The	Waterbury		
Water Plating Company	Waterbury		
Chromium Process Company The (chromium plating only)	(Chromium)		
Plasters' Equipment			
Apothecaries Hall Company	Waterbury		
Conn Metalcraft Inc	New Haven		
Lea Manufacturing Co The	Waterbury		
MacDermid Incorporated	Waterbury		
Plasters' Metal			
Plume & Atwood Mfg Co The	Thomaston		
Plating			
Christie Plating Co The (including lead plating)	Groton		
Conn Metal Finishing Co	Hamden		
Superior Plating Co	Bridgeport		
Plating Processes and Supplies			
Enthone Inc	New Haven		
United Chromium Incorporated	Waterbury		
Plumbers' Brass Goods			
Bridgeport Brass Co	Bridgeport		
Keeney Mfg Co The (special bends)	Newington		
Scovill Manufacturing Company	Waterbury 48		
Plumbing Specialties			
Rindon Manufacturing Co John M Russell Div	Naugatuck		
Pneumatic Machinery			
Bourne Tool & Die Co (built designed & toolled)	Watertown		
Pole Line Hardware			
Malleable Iron Fittings Co	Branford		
Police Equipment			
The Smith-Worthington Saddlery Co	Hartford		
Polishing			
Mirror Polishing & Buffing Co	Waterbury		
Poly Chokes			
Poly Choke Company The (a shotgun choking device)	Tariffville		
Postage Meters			
Pitney Bowes Inc	Stamford		
Potentiometers—Electronic			
Bristol Company The	Waterbury		
Power Rollers			
Consolidated Industries Inc	West Cheshire		
Precision Electronic Chassis			
Saybrook Manufacturing Inc	Old Saybrook		
Precision Machine Tool Spindles			
Whitton Manufacturing Co (for milling, grinding, boring & drilling)	Farmington		
Precision Manufacturing			
Newton Co The (aircraft parts)	Manchester		
Precision Revolving Machinery			
Whitton Manufacturing Co	Farmington		
Precision Springs & Wire Forms			
Rowley Spring Co Inc The	Bristol		
Prefabricated Buildings			
City Lumber of Bridgeport Inc The	Bridgeport		
Premium Specialties			
Waterbury Companies Inc	Waterbury		
Preservatives—Wood, Rope, Fabric			
Darworth Incorporated ("Cuprinol") ("Cellu-san")	Simsbury		
Press Papers			
Case Brothers Inc	Manchester		
Presses			
Farrel-Birmingham Company Inc	(Hydraulic)		
Presses—Molding			
Standard Machinery Co The (compression and transfer molding, automatic and semi-automatic)	Ansonia		
Refrigeration			
Bowser Technical Refrigeration Div Bowser Inc (high altitude, low temperature)	Terriville		
Regulators			
Bush Manufacturing Co The	West Hartford		
Norwalk Valve Company (for gas and air)	South Norwalk		
Sorensen & Company Inc	Stamford		
Research & Development			
Raymond Engineering Laboratories (Electro-Mechanical)	Middletown (Advt.)		

IT'S MADE IN CONNECTICUT

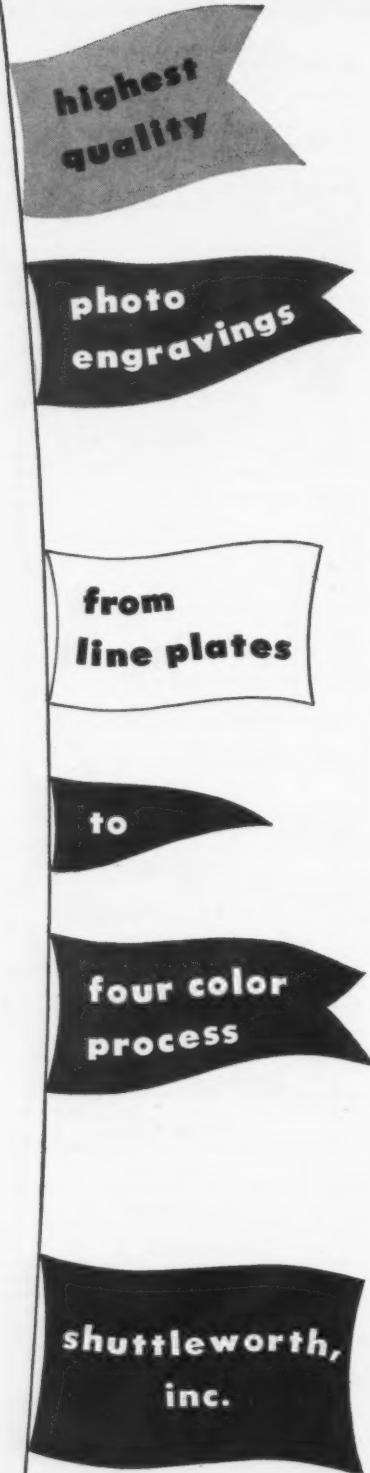
Resistance Wire	Rubbish Burners	Service Entrance Equipment
C O Jeliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum)	John P Smith Co The 423-33 Chapel St New Haven	Trumbull Components Department, General Electric Co Plainville
Kanthal Corporation The	Rust Preventives	Sewing Machines
Respirators	Anderson Oil Co Inc F E Saddlery	Grei Mfg Co The (Sewing Machine attachments) 503 Blake St New Haven
American Optical Company Safety Products Division	The Smith-Worthington Saddlery Co Safety Clothing	Merrow Machine Co The (Industrial) Hartford
Retainers	American Optical Company Safety Products Putnam	Singer Manufacturing Company The (Industrial) Bridgeport
Hartford Steel Ball Co The (bicycle & automotive)	Ensign-Bickford Co The (mining & detonating) Simsbury	Shaving Soaps
Riveting Machines	Safety Gloves and Mittens	J B Williams Co The Glastonbury
Grant Mfg & Machine Co The	American Optical Company Safety Products Putnam	Shears
Ripley Company Inc	Safety Goggles	Acme Shear Co The (household) Bridgeport
H P Townsend Manufacturing Co The	Safety Switches	Sheila
Elmwood	Trumbull Components Department, General Electric Co Plainville	Wolcott Tool and Manufacturing Company Inc Waterbury
Rivets	Saw Blades—Hack	Sheet Metal Products
Blake & Johnson Co The (brass, copper and non-ferrous)	Capewell Mfg Co The Hartford	American Brass Co The (brass and copper) Waterbury
Waterville	Saw Blades—Hack & Band	Dresser Products Inc (Fabricators) Canaan
Clark Brothers Bolt Co	Capewell Manufacturing Company Hartford	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham
Middlefield	Saws, Band, Metal Cutting	Charles Parker Co (sheet metal fabricators) Meriden
Plume & Atwood Mfg Co The	Atlantic Saw Mfg Co New Haven	Parsons Co Inc W A (fabricators) Durham
Thomaston	Scissors	Plume & Atwood Mfg Co The Thomaston
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)	Acme Shear Company The Bridgeport	United Manufacturing Co Division of The W L Maxson Corp Hamden
Bridgeport	Screens	Sheet Metal Stamping
Raybestos Div of Raybestos-Manhattan Inc The (iron)	Hartford Wire Works Co The (Windows, Doors and Porches) Hartford	American Brass Company The Waterbury
Bridgeport	Screw Caps	American Buckle Co The West Haven
Rods	Weimann Bros Mfg Co The (small for bottles) Derby	DooVal Tool & Mfg Inc The Naugatuck
American Brass Company The (copper, brass, bronze)	Screw Machines	J H Sessions & Son Bristol
Waterbury	H P Townsend Mfg Company The Elmwood	Patent Button Co The Waterbury
Bridgeport Brass Company	Screw Machine Products	Plume & Atwood Mfg Co The Thomaston
Bridgeport	Apex Tool Co Inc The	Shipment Sealers
Bristol Brass Corp The (brass and bronze)	Blake & Johnson Co The	Better Packages Inc Shelton
Bristol	Consolidated Industries	Showcase Lighting Equipment
Scovill Manufacturing Company (brass and bronze)	Dependable Automatic Screw Co Waterbury	Wiremold Company The Hartford
Waterbury 91	Eastern Machine Screw Corp The	Signals
Rollers—Bituminous Paving	Truman & Barclay Sts	H C Cook Co The (for card files) Ansonia
Gabb Special Products Div E Horton & Son Company	Fairchild Screw Products Inc Winsted	32 Beaver St
Windsor Locks	Franklin Screw Machine Co The (up to 1/2" capacity)	Signs
Roller Skate Wheels	Garthwait Mfg Co A E (up to and incl 1/2") Waterbury	Berger Sign Co (neon electric-porcelain enamel-stainless steel) Hartford
Raybestos Division of Raybestos-Manhattan Inc	Horberg Grinding Industries Inc (heat treated and ground type only)	Silk Screen Process Printing
Bridgeport	19 Staples Street	Norton Co B H New Haven
Roller Skates	Humason Mfg Co The	Silk Screen Printing
Arms and Ammunition Div Olin Mathieson Chemical Corp	Kerrin Company	Sirocco Screenprints New Haven
New Haven	Lowe Mfg Co The	Silk Screening on Metal
Rolling Mills & Equipment	National Automatic Products Company The Berlin	Merriam Mfg Co (Displays and Specialties to order) Durham
Farrel-Birmingham Company Inc	Nelson's Screw Machine Products Plantsville	Simulators
Ansonia	New Britain Machine Company The New Britain	Reflectone Corporation The Stamford
Fenn Mfg Co The	New Haven Screw Machine Prods Inc	Sintered Metal Products
Newington	(up to 1/2" capacity)	Raybestos Division of Raybestos-Manhattan Inc Bridgeport
Precision Methods & Machines Inc	Olson Brothers Company (up to 3/4" capacity)	Sizing and Finishing Compounds
Waterbury	Olson & Sons R P	American Cyanamid Company Waterbury
Farrel Foundry & Machine Co The	Peck Spring Co The	Slide Fasteners
Waterbury	Plume & Atwood Mfg Co The	G E Prentice Mfg Co The Kensington
Rolls	Scovill Manufacturing Company Waterbury 91	North & Judd Manufacturing Co New Britain
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)	United Screw Machine Co	Slings
Ansonia	Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport) Waterbury	American Steel & Wire Div of U. S. Steel New Haven
Rope Wire	Screw Machine Tools	Smoke Stacks
American Steel & Wire Div of U S Steel	American Cam Company Inc (Circular Form Tools)	Bigelow Company The (steel) New Haven
New Haven	Pratt & Whitney Div Niles-Bement-Pond Co (Reamers, Taps, Dies, Blades and Knurls)	Norwalk Tank Co The South Norwalk
Rubber Chemicals	Holo-Krome Screw Corporation The (socket set and socket cap)	Soap
Naugatuck Chemical Division United States Rubber Co	Scovill Manufacturing Company West Hartford	J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury
Naugatuck	Somma Tool Co (precision circular form tools)	Special Machinery
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils)	American Screw Company Willimantic	Banthin Engineering Company (complete and/or parts) Bridgeport
Stamford	Atlantic Screw Works (wood)	Boech Mfg Co Inc Danbury
Rubber—Cellular	Blake & Johnson Co The (machine and wood)	Black Rock Mfg Company The Bridgeport
B F Goodrich Sponge Products Division	Bristol Company The (socket set and socket cap screws)	Farrel-Birmingham Company Inc Ansonia
Shelton	Clark Brothers Bolt Co	Federal Machine & Tool Co Bristol
Rubber Cutting Machinery	Eagle Lock Co The	Fenn Mfg Co The Newington
Black Rock Mfg Company The	Holo-Krome Screw Corporation The (socket set and socket cap)	H F Townsend Mfg Company The Elmwood
Bridgeport	Scovill Manufacturing Company Waterbury 91	National Sheradizing & Machine Co (mandrels & stock shells for rubber industry) Hartford
Rubber Printing Plates	Superior Manufacturing Co The	Swan Tool & Machine Co The Hartford
Lockwood Sons Inc Wm H	Screws	Special Parts
Hartford	Airex Rubber Prod Corp Portland	Fenn Mfg Co The Newington
Rubberized Fabrics	Canfield Co The H O	Grei Mfg Co The (small machines, especially precision stampings) New Haven
Duro-Gloss Rubber Co The	Seamless Rubber Company The New Haven	J H Sessions & Son Bristol
New Haven	Rubber Products—Mechanical	Spinnings
Rubber Footwear	Auburn Manufacturing Company The (washers, gaskets, molded parts)	Gray Manufacturing Company The Hartford
Goodyear Rubber Co The	Canfield Co The H O	Spline Milling Machines
Middletown	Seamless Rubber Company The New Haven	Townsend Mfg Co The H P Elmwood
Rubber Gloves	Rubber Products—Mechanical	Sponge Rubber
Seamless Rubber Company The	Airex Rubber Prod Corp Portland	B F Goodrich Sponge Products Division Shelton
New Haven	Canfield Co The H O	Spotwelding
Rubber—Handmade Specialties	Seamless Rubber Company The New Haven	Spotwelders Inc (aluminum, steel, magnesium, titanium, and alloys) Stratford
Seamless Rubber Company The	Rubber Products—Mechanical	Spray Painting Equipment and Supplies
New Haven	Auburn Manufacturing Company The (washers, gaskets, molded parts)	Lea Manufacturing Co The Waterbury (Advt.)
Rubber—Latex Foam	Canfield Co The H O	
B F Goodrich Sponge Products Division	Seamless Rubber Company The New Haven	
Shelton	Rubber Reclaimed	
Rubber Latex Compounds and Dispersions	Naugatuck Chemical Division United States Rubber Co	
Naugatuck	Naugatuck	
Rubber Products	Rubbers	
Airex Rubber Prod Corp	Naugatuck Chemical Div U S Rubber Co (special synthetic)	
Portland	Rubbers	
Rubber—Molded Specialties		
Airex Rubber Prod Corp		
Portland		
Rubber—Handmade Specialties		
Airex Rubber Prod Corp		
Portland		
Rubber Products—Mechanical		
Auburn Manufacturing Company The (washers, gaskets, molded parts)		
Middletown		
Canfield Co The H O		
Bridgeport		
Seamless Rubber Company The		
New Haven		
Rubber Products—Mechanical		
Auburn Manufacturing Company The (washers, gaskets, molded parts)		
Middletown		
Canfield Co The H O		
Bridgeport		
Seamless Rubber Company The		
New Haven		
Rubber—Reclaimed		
Naugatuck Chemical Division United States Rubber Co		
Naugatuck		
Rubbers		
Naugatuck Chemical Div U S Rubber Co (special synthetic)		

IT'S MADE IN CONNECTICUT

Spring Coiling Machines	H C Thompson Clock Co The	Bristol	Thin Gauge Metals
Torrington Manufacturing Co The	Storage Batteries		Plume & Atwood Mfg Co The
Spring Presses	R A E Storage Battery Mfg Co	Glastonbury	Thinsheet Metals Co The (plain or tinned in rolls)
Townsend Mfg Co The H P	Straps, Leather		
Spring Units	Auburn Manufacturing Company	The (textile, Middletown	Thread
Owen Silent Spring Division American Chain & Cable Company Inc	industrial, skate, carriage)		American Thread Co The
	Structural Moldings		Belding Heminway Corticelli
Spring Washers	Leed Co The H A	Hamden	Max Pollack & Co Inc Groton and Williamantic
Barnes Co The Wallace Div Associated Spring Corp	Studio Couches	Waterbury	Wm Johl Manufacturing Co Mystic
	Waterbury Mattress Co	Waterbury	Thread Chasers
Springs—Coil & Flat	Super Refractories		Geometric Tool Division, Greenfield Tap & Die Corp.
Barnes Co The Wallace Div Associated Spring Corp	Mullite Refractories Company	Shelton	Thread Gages
Bristol Spring Manufacturing Co	Surface Metal Raceway & Fittings	Hartford	Pratt & Whitney Div Niles-Bement-Pond Co
Foursome Manufacturing Co	Wiremold Company The		West Hartford
Humason Mfg Co The	Surgical Dressings		Thread Milling Machines
Newcomb Spring Corp The	Acme Cotton Products Co Inc	East Killingly	Pratt & Whitney Div Niles-Bement-Pond Co
New England Spring Manufacturing Company	Seamless Rubber Company The	New Haven	West Hartford
Peck Spring Co The	Surgical Rubber Goods		Thread Rolling Machinery
Springs—Flat	Seamless Rubber Company The	New Haven	Hartford Special Machinery Co The
Barnes Co The Wallace Div Associated Spring Corp	Switches—Electric		Hartford
Bristol Spring Manufacturing Co	General Electric Company	Bridgeport	Threading Machines
Foursome Manufacturing Co	Fenn Mfg Co The	Newington	Grant Mfg & Machine Co The (double and automatic)
Humason Mfg Co The	Hartford Special Machinery Co The	Hartford	Timers, Interval
Springs—Furniture			A W Haydon Co The
Owen Silent Spring Division American Chain & Cable Company Inc	Switchboards	Plainville	H C Thompson Clock Co The
	Distribution Assemblies Department, General Electric Co	Plainville	R W Cramer Company Inc The
Springs—Wire	Switchboards, Wire and Cables		Rhodes Inc M H
Barnes Co The Wallace Div Associated Spring Corp	Rockbestos Products Corp (asbestos insulated)	New Haven	Timing Devices
Bristol Spring Manufacturing Co	American Cyanamid Co (Textile Resins, Paper Resins)	Waterbury	A W Haydon Co The
Colonial Spring Corporation The	Tabulating Equipment—Manual		H C Thompson Clock Co The
Connecticut Spring Corporation The (compres- sion, extension, torsion)	Denominator Company Inc	Woodbury	R W Cramer Company Inc The
Foursome Manufacturing Co	Tags		Lux Clock Manufacturing Company
Humason Mfg Co The	Waterbury Tag Company The (Paper and Cloth)	Waterbury	Rhodes Inc M H
D R Templeman Co (coil and torsion)	Tanks	Waterbury	United States Time Corporation The
J W Bernston Company (coil and torsion)	Higelow Company The (steel)	New Haven	Tinning
	Connecticut Welders Inc (steel, alloy & lined)	Wallingford	Thinsheet Metals Co The (non-ferrous metals in rolls)
Newcomb Spring Corp The	Norwalk Tank Co The	South Norwalk	Waterbury
Springs, Wire & Flat	Rocklock Inc (Alloy)	Fairfield	Wilcox-Crittenden Div North & Judd Mfg Co
Autoyre Company The	Storts Welding Company (steel and alloy)		Middletown
Stamped Metal Products			Tool Hardening
American Brass Company The	Meriden		Commercial Metal Treating Co
			Tools
Stamps	Hoggson & Pettis Mfg Co The (rubber workers)	New Haven	Hoggson & Pettis Mfg Co The
Hoggson & Pettis Mfg Co The (steel)	141 Brewery St		New Haven
141 Brewery St			Tool Chests
Parker Stamp Works Inc The (steel)	Norwalk Tank Co The	South Norwalk	Vanderman Manufacturing Co The
	Rocklock Inc (Alloy)	Fairfield	Willimantic
Stampings	Storts Welding Company (steel and alloy)		Tool & Dies
C & H Mfg Co Inc	Meriden		C & H Mfg Co Inc
Donahue Mfg Co Inc	Watertown		Lambro Tool-Die & Mfg Co
Dooval Tool & Mfg Inc The	Watertown		Metropolitan Tool & Die
Foursome Manufacturing Co	Naugatuck		Moore Special Tool Co
Plume & Atwood Mfg Co The (small)	Bristol		Swan Tool & Machine Co The
	Thomaston		Tools, Dies & Fixtures
Saybrook Manufacturing Inc	Old Saybrook		Greist Mfg Co The
Stanley Pressed Metal	New Britain		Tools, Dies, Jigs & Fixtures
			O.S.A. Manufacturing Co
Stampings—Small	Bridgeport		Plainville
Acme Shear Co The	Bristol		Otterbein Co J A Inc
Barnes Co The Wallace Div Associated Spring Corp	Meriden		Riverside Mfg Co The
Bristol Spring Manufacturing Co	Plainville		New Haven
Greist Manufacturing Co The	New Haven		Telke Tool & Die Mfg Co
Humason Mfg Co The	Forestville		New Britain
Stationery Specialties			Tools, Fixtures, Gauges
American Brass Company The	Waterbury		Fredericks Tool Co J F
	Steel		West Hartford
Stanley Works The (cold rolled strip)	New Britain		Toroidal Winding Machines
Steel Castings			Boesch Mfg Co Inc
Farrel-Birmingham Company Inc	Ansonia		Danbury
Hartford Electric Steel Corp	The (Carbon, low alloy and stainless steel and Ductile iron)		Totalizers
Malleable Iron Fittings Co	Branford		Reflectone Corporation The
Nutmeg Crucible Steel Co	Branford		Toys
Steel—Cold Rolled Spring			Geo S Scott Mfg Co The
Barnes Co The Wallace Div Associated Spring Corp	Bristol		Gong Bell Co The
Steel—Cold Rolled Stainless			N N Hill Brass Co The
Ulrich Stainless Steels	Wallingford		Waterbury Companies Inc
Wallingford Steel Company	Wallingford		Tramways
Steel—Cold Rolled Strip and Sheets			American Steel & Wire Div of U S Steel
American Steel & Wire Div of U S Steel	New Haven		New Haven
Detroit Steel Corporation	New Haven		Transformers
Wallingford Steel Company	Wallingford		Berkshire Transformer Corp The
Steel Goods			New Milford
Merriam Mfg Co (sheets products to order)	Durham		Dano Electric Company
Steel—Hot Rolled Strip			Winsted
Northeastern Steel Corp	Bridgeport		Trucks—Commercial
Steel Rolling Rules			Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies)
Waterbury Lock & Specialty Co The	Milford		Bridgeport
Stanley Works The	New Britain		Trucks—Industrial
Stereotypes			George P Clark Co
New Haven Electrotypes Div	Electrographic Corp	Springdale	Windsor Locks
	New Haven		Trucks—Lift
			Excelsior Hardware Co The
			Stamford
			George P Clark Co
			Windsor Locks
			Trucks—Skid Platforms
			Excelsior Hardware Co The (lift)
			Stamford
			Tube Bending
			Donahue Mfg Co Inc
			Watertown
			Tube Clips
			H C Cook Co The (for collapsible tubes)
			32 Beaver St
			Weimann Bros Mfg Co The (for collapsible tubes)
			Ansonia
			Derby
			(Advt.)

IT'S MADE IN CONNECTICUT

Tube Fittings		Wall Paper		Wire Arches & Trellises
Scovill Mfg Co ("Uniflare")	Waterbury	Stamford Wall Paper Co Inc	Stamford	Hartford Wire Works Co The
Tubers		Washers		John P Smith Co The
Standard Machinery Co The (tubers for both rubber and plastic industries)	Mystic	American Felt Co (felt)	Glenville	423-33 Chapel St
Tubes—Collapsible Metal		Auburn Manufacturing Company The (all materials)	Middletown	New Haven
Sheffield Tube Corp The	New London	Blake & Johnson The (brass, copper & non-ferrous)	Waterville	
Tubing		Clark Brothers Bolt Co	Milldale	
American Brass Co The (brass and copper)	Waterbury	Humphrey Fabricating Corp	Unionville	
Bridgeport Brass Company (brass and copper)	Bridgeport	Plume & Atwood Mfg Co The (brass & copper)	Thomaston	
G & O Manufacturing Co (finned)	New Haven	J H Rosenbeck Inc	Torrington	
Scovilli Manufacturing Company (Brass and Copper)	Waterbury 91	Saling Manufacturing Company (made to order)	Unionville	
Tubing—Flexible Metallic		Washers—Felt		
American Brass Co Metal Hose Branch	Waterbury	Chas W House & Sons Inc (Mills & Cutting Plant)	Unionville	
Tubing—Heat Exchanger		Watches		
American Brass Company The	Waterbury	E Ingraham Co The	Bristol	
Scovilli Manufacturing Company	Waterbury 91	United States Time Corporation The	Waterbury	
Tumbling Barrels		Water Heaters		
Henderson Bros Co The	Waterbury	Whitlock Manufacturing Co The (instantaneous & storage)	Hartford	
Tumbling Equipment & Supplies		Water Heaters—Electric		
Tumbling Sales & Service Company	Greenwich	Bauer & Company Inc	Hartford	
Tumbling Service		Water Heaters—Gas or Kerosene		
Tumbling Sales & Service Company, Esbec Tumbling Division	Meriden	Holyoke Heater Corp of Conn Inc	Hartford	
Typewriters		Waxes		
Royal Typewriter Co Inc	Hartford	Harrison Company The A S (and other protective coatings)	South Norwalk	
Underwood Corporation	Hartford	Waxes—Floor		
Typewriters—Portable		Fuller Brush Co The	Hartford	
Royal Typewriter Company Inc	Hartford	Wedges		
Underwood Corporation	Hartford	Saling Manufacturing Company (hammer & axe)	Unionville	
Typewriter Ribbons and Supplies		Welding		
Royal Typewriter Company Inc	Hartford	Connecticut Welders Inc (fabrication & repairs)	Wallingford	
Underwood Corporation	Hartford	Farrel-Birmingham Company Inc	Ansonia	
Ultrasonic Processing Equipment	Hartford and Bridgeport	G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)	New Haven	
General Ultrasonics Co The	Hartford	Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)	Hartford	
Underclearer Rolls		Welding—Lead		
Sonoco Products Co (Climax-Lowell Div)	Mystic	Connecticut Welders Inc (tanks & coils)	Wallingford	
Vacuum Bottles and Containers		Storts Welding Company (tanks and fabrication)	Meriden	
American Thermos Bottle Co	Norwich	Welding Rods		
Vacuum Cleaners		American Brass Company The	Waterbury	
Electrolux Corporation	Old Greenwich	Bridgeport Brass Company	Bridgeport	
Spencer Turbine Co The	Hartford	Bristol Brass Co The (brass & bronze)	Bristol	
Valves		Wheels—Industrial		
Norwalk Valve Company (sensitive check valves)	South Norwalk	George P Clark Co	Windsor Locks	
Valve Discs		Wicks		
Colt's Manufacturing Company	Hartford	Auburn Manufacturing Company The (felt, asbestos)	Middletown	
Valve—Automobile Tire		Holyoke Heater Corp of Conn Inc	Hartford	
Bridgeport Brass Company	Bridgeport	Wiffle Ball		
Valves—Radiator Air	Bridgeport	Wiffle Ball Inc The	New Haven	
Valves—Relief & Control		Window & Door Guards		
Beaton & Caldwell Mfg Co	New Britain	Hartford Wire Works Co The	Hartford	
Valves—Safety & Relief		Smith Co The John P	New Haven	
Manning Maxwell & Moore Inc	Stratford	Window Shades		
Vanity Boxes		New England Shade & Blind Co Inc	Durham	
Ridgeport Metal Goods Mfg Co	Bridgeport	Wiping Cloths		
Plume & Atwood Manufacturing Co	Thomaston	Federal Textile Corporation	New Haven	
Varnishes		Wire		
Staminitite Corp The	New Haven	American Brass Company The	Waterbury	
Vegetable Peelers		American Steel & Wire Div of U S Steel	Waterbury	
Colt's Manufacturing Company	Hartford	Atlantic Wire Co The (steel)	New Haven	
Velvets		Bartondale Hair Spring Wire Co The (hair spring)	North Haven	
American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc)	Stonington	Bridgeport Brass Company (brass and silicon bronze)	Bridgeport	
Leiss Velvet Mfg Co Inc The	Wilimantic	Bristol Brass Corp The (brass & bronze)	Bristol	
Velvet Textile Corporation The (Velveteen)	West Haven	Driscoll Wire Co The (steel)	Shelton	
Venetian Blinds		Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted	
Findell Manufacturing Company	Manchester	Platte Bros & Co The (zinc wire)	Waterbury	
Jennings Company The S Barry	New Haven	P O Box 1030	Waterbury	
New England Shade & Blind Co Inc	Durham	Plume & Atwood Mfg Co The (brass, bronze, nickel silver)	Thomaston	
Venetian Blind Tape		Scovill Manufacturing Company (Brass, Bronze and Nickel Silver)	Waterbury 91	
Russell Manufacturing Company	The (woven cotton and woven plastic)	Wire and Cable		
Branford Co The (industrial)	New Haven	General Electric Company (for residential, commercial and industrial applications)	Bridgeport	
Vinyl Extrusion & Moulding Compounds		Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications)	New Haven	
Electronic Rubber Co	Stamford			
Vises				
Charles Parker Co The	Meriden			
Fenn Manufacturing Company The (Quick-Action Vises)	Newington			
Vanderman Manufacturing Co The (Combination Bench Pipe)	Willimantic			



338 ANN STREET, HARTFORD, CONN.

Public Relations

(Continued from page 55)

Every newspaper, whether it be the big daily newspaper or the weekly, which we are talking about, is a business enterprise. It realizes the worth to the community of the big brass company on the outskirts of town, the small fabricating shop on Elm Street, and the business on Main Street. The weekly newspaper's prosperity depends on the prosperity of the brass company, the fabricating shop and the small business. On the other hand, the local reputation of business depends on the story business tells its community through Connecticut's weekly newspapers. The two can cooperate to the best advantage of each other.

A New Focus On Executive Training

(Continued from page 49)

behavior related to the criteria first discussed above. The trainee himself, however, is likely to alter some of his criteria in terms of the experiences he has had in the training situation. Experience shows that if participation in the training process has been effective, the first impact will probably occur in the trainee's own perception about himself and others. His new self-assessment may lead to more confidence and security, and to less anxiety in his day-to-day relations on the job. Next, the repercussions of such insights will probably be felt by those with whom he deals. He may "blow up" less often, turn an attentive rather than a deaf ear to suggestions, or play a more constructive role in staff meetings. As he begins to feel his way and explores new behavior patterns, he must be supported by his co-workers to utilize the understanding and skills which he has learned. He needs an environment where human relations practices are part of the total organizational philosophy, where "gimmicks" and manipulative devices are recognized and deprecated for what they are.

As yet, the results of sensitivity training have not been subjected to a rigorous scientific analysis to ascertain the specific type and direction of changes which have undoubtedly taken place. However, reports from both trainees and co-workers indicate that this method of training does lead to greater "human relations" know-how, which in turn often seems to be followed by higher productivity, better morale, and

lower turnover. Sensitivity training, of course, is not a "cure-all" for every organizational problems; there are too many other technical and administrative aspects to effective management. We do see it, however, as an exciting development in executive training—with a future rich in promise and in potential rewards.

Advertising Index

Abel & Co., Inc., Robert	40
Ætna Life Affiliated Companies	54
Allen, Russell & Allen	40
American Appraisal Co.	34
Anderson-Nichols & Co.	31
Auburn Mfg. Co.	37
Avery & Saul Co.	48
Ballard Oil Co.	Outside Back Cover
Barnes Co., Wallace	Inside Back Cover
Barney's	41
Billings & Spencer Co.	43
Bristol Co., The	32
Champlin Box Co., The	36
Chase Brass & Copper Co.	40
Clark Channel, Inc.	46
Colonial Blower Co.	36
Connecticut Medical Service	62
Connecticut Advertising Services	64
Connecticut Printers, Inc.	3
Connecticut Utility Companies	2
Detroit Steel Corporation	60
Dolge Co., The C. B.	41
Dowd, Wylie & Olson, Inc.	59
Etter Engineering Co.	34
Forsen Co., Gale	57
Foskett-Bishop Piping Co., The	53
Fritzell Foundry & Casting Co.	50
Fuller Brush Co., The	56
Graphic Arts Co., Inc., The	55
Hall Co., Thomas W.	40
Hartford Special Machinery Co.	58
Hawkrige Bros.	38-39, 51
Howard Co., The	46
Ives Co., The H. B.	47
Jones Co., T. A. D.	4
Leeds Conveyor Mfg. Co.	33
Liberty Mutual Insurance Company	30
Metal Products Sales Co.	49
Mills, Inc., H. J.	46
Morris Co., The Robert E.	32
Morrissey & Cheney	40
Newton Co., The	32
Nutmeg Crucible Steel Co., The	32
Plocar Co., John J.	58
Rhodes, Adam	40
Robertson Paper Box Co.	63
Sargeant & Wilbur Heat Treating Corp.	61
Scovill Manufacturing Co.	35
Sessions & Son, J. H.	59
Souther Engineering Co., Henry	36
Southern New England Telephone Co.	Inside Front Cover
Shuttleworth, Inc.	76
Stanley Works, The	41
Swan Tool & Machine Co.	46
Talcott, Inc., James	46
Tel-Rad, Inc.	45
Topmost Building Co.	42
Torrington Manufacturing Co., The	55
Unz & Co.	32
Walters Business Forms	61
Whitney & Co., Inc.	32
Winship, Richard	32
Wittstein, Jack	46, 63
Wiremold Co., The	34
Wyatt, Inc.	44
Young Associates, R. H.	37

DESIGN YOUR PARTS OF SPRING STEEL

Wallace Barnes

*Spring
Steel*

ANNEALED
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Meets every require-
ment for modern product
design and fabrication.
Excels in accuracy, ductil-
ity, hardenability, finish,
high fatigue value, and
uniformity.

Wallace Barnes Steel Division

WALLACE BARNES COMPANY • Bristol, Conn.

DIVISION OF ASSOCIATED SPRING CORPORATION

AUGUST 19, 1955

To Windsor L. As Water Rise

WINDSOR LOCKS, Aa
(Special)—All arteries
town were closed as the
Connecticut River continues
steady rise.

assistance we assist.

At Wa

Civil Def mated da There wa hon in Water at The S company were shu water in

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Feeding

Rock
Help
Dare

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by other c
the full force of the s

Fire Chief John F. Ashe said he was notified at 6 a.m. by Civil Defense officials of floods in the Farmington River Valley. Soon after, a request came for portable generators and lights. Available equipment was collected and turned over to Julius

THE rampaging Connecticut smashed through the dike at our Wethersfield installation, flooding the yard with tons of angry water.

In this dire hour, Connecticut needed fuel more than ever before.

Our New London storage depot responded within the hour and clean, dependable Balco Bunker "C" was speeding wherever it was humanly possible to reach. The next day, the water receded—the damage was repaired—and another delivery fleet left Wethersfield to continue supplying the thousands of industrial, institutional and commercial installations that rely on Ballard for continual, economical heat.

We're proud of the spirit displayed by every member of the Ballard organization in this emergency—and proud, too, that vast storage depots and delivery fleets assure an unending supply of Balco Bunker "C" in good weather—and bad!

The BALLARD OIL Co.

